

# **OFFICE OF THE ADJUTANT GENERAL**



**Nikki Haley, Governor**  
**Robert E. Livingston Jr., The Adjutant General**

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## TRANSMITTAL FORM

Agency Name.....South Carolina Military Department

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Agency Director.....Robert E Livingston Jr., Major General  
SCARNG, The Adjutant General

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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.

### Army

Loyalty  
Duty  
Respect  
Selfless Service  
Honor  
Integrity  
Personal Courage

### Air

Integrity  
Service Before Self  
Excellence

### State Operations

Communications  
Honesty  
Integrity  
Competence  
Teamwork  
Fairness  
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 or 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.

## SC Army Guard

Here are a few examples of Army Guard (SCARNG) achievements during Fiscal Year 12-13:

At the close of the fiscal year, 1,336 members of the Army Guard were deployed in Operation Enduring Freedom and Noble Eagle as well as Bosnia. About 75% of the Army and Air Guard have been deployed since 9/11.

Since May 1670, when the first colonists founded the S.C. National Guard upon landing at Albemarle Point in Charles Towne, we've been "Always Ready – Always There" to protect our communities, state and nation.

Our S.C. forbears passed on to us a very "True and Tried" martial tradition. We're very proud of all these fine Soldiers, who fought for freedom, established this great Republic and passed the torch of liberty to their sons and daughters, and now on to us.

The day for this generation – the "Next Greatest Generation" of heroes – to fight for and protect our nation's freedom came on Sept. 11, 2001.

As then President George W. Bush said: "In every generation the world has produced enemies of freedom. They have attacked us because we are freedom's home and defender, and the commitment of our father's is now the calling of our time."

Since that infamous day, nearly 14,800 South Carolina Army Guard men and women have answered our nation's call. In fact, over 1,336 are currently deployed throughout the world.

State	Currently Alerted w/Mob Order	Currently Deployed to Afghanistan	Currently Deployed to Kuwait	Currently Deployed to ROW (Rest of World)	Total Currently Deployed	De-Mobilizing	Total Currently Mobilized	Mob'd to Afghanistan since 9/11	Mob'd to Iraq since 9/11	Mob'd to Kuwait since 9/11	Mob'd to ROW (Rest of World) since 9/11	Total Mobilized since 9/11
SC	737	830	0	506	1,336	721	2,057	4,392	3,101	3,311	3,975	14,779

Over 2,000 of these South Carolina heroes have served in Operation Noble Eagle securing key military and national infrastructure assets including the National Capital Region. In Operation Enduring Freedom, over 4,200 of our Guardsmen have helped take the fight to Al-Qaeda and the Taliban in Afghanistan since 9-11. During Operation Iraqi Freedom, the former "second front" in our nation's Global War on Terrorism, more than 3,100 S.C. Army Guardsmen helped liberate and bring peace to the people of Iraq.

Units from South Carolina have earned four Joint Meritorious Unit Awards, three Army Valorous Unit Awards, 14 Army Meritorious Unit Commendations and three Army Superior Unit Awards.

And just this year ... a number of SCARNG units have deployed to or returned from Afghanistan and Iraq. As those who came before us knew all too well, freedom comes at a cost.

Unfortunately, 16 of our heroes have paid the ultimate price during the Global War on Terrorism but their sacrifices -- and those of their family members -- shall never be forgotten. We lost three of these heroes in the past year including:

1st Lt. Ryan Davis Rawl, 30, of Lexington, 133rd Military Police (MP) Company;  
Sgt 1st Class Matthew Bradford Thomas, 30, of Easley, 133rd MP Company; and

Spc. John David Meador II, 36, of Columbia, 133rd MP Company.

As we continue to support our nation's efforts to destroy terrorist strongholds around the globe, S.C. Citizen-Soldiers are also engaged in numerous homeland defense missions. While supporting U.S. Army North, the North American Aerospace Defense Command and the National Capitol Region mission, we also stand ready to quickly respond to natural disasters in support of the Federal Emergency Management Agency.

South Carolina's next greatest generation of heroes have been faithful to their "True and Tried" heritage protecting and defending freedom both here at home and around the globe. To help ensure the heroes of our nation's wars receive the post-deployment care they and their families so richly deserve, The Adjutant General of S.C. developed a J1.1 Service Member and Family Care Directorate soon after being sworn into office in 2010. Over the past year, tremendous gains have been made in leading the nation in lowering the unemployment rate of S.C. veterans to nearly 3-percent. South Carolina's suicide rate for veterans has also been reduced drastically as The Adjutant General has brought "buddy-care" to the forefront of his Soldier-care initiatives.

Like our forbears, S.C. veterans too shall proudly hand the torch of liberty onto the next generation. One of the new ways our veterans can now do so is through The Adjutant General's innovative "Patriotism-An American Tradition" (PAAT) project. By teaming up with educators throughout the Midlands on Memorial Day, over 22,000 students learned about patriotism and the importance of community volunteerism as a way to give back in honor of those who have sacrificed so much for our communities, state and nation. SC ETV has since distributed the Memorial Day and 9-11 (PAAT) videos developed for the program to every high school in S.C. SC ETV plans to do likewise for the Veterans Day PAAT video which will be showcased to the Midlands School Superintendents for review on 26 Oct. Over the next two years, The Adjutant General plans to link up hundreds of veterans from throughout the state with schools who request a speaker on the PAAT website: <http://www.scguard.army.mil/patriotism.php>. Utilizing S.C. Educational Standards, PAAT will provide a "Value-Ad" to teachers, who desire men and women who have worn the uniform to share their experiences while teaching the importance of remembering the sacrifices of those who have paid the ultimate price for our nation's freedom.

Although not all-inclusive, the following excerpts from several of our annual unit history reports will serve as a reminder of the tremendous accomplishments of the S.C. Army National Guard during the past year:

## 2012-2013 “Annual Accountability Report:” Summary

### 1. SC National Guard Joint Forces Headquarters (SCNG JFHQ) and Directorates

- a. During the analyzed period, the Public Affairs Directorate operated in four distinct areas: community relations/outreach initiatives, media relations, command information/social media and documentation/archiving.
  - I. Community Relations: the SCNG supported over 80 community engagements which included such high visibility events of the Columbia Veteran’s Day parade, USC Military Appreciation game, Clemson Military Appreciation and support of the Columbia 9-11 Memorial events. Most significant for Outreach initiatives was the inception of the “Patriotism, An American Tradition Program.” The PAAT program helps educate students from elementary school through high school on the history and meaning of 9-11, Veterans Day and Memorial Day. More than 62,000 students in S.C. schools have been educated through the PAAT program. PAAT won first place for Community Relations Program in the 2012 annual Keith L. Ware Public Affairs competition and placed First for National Guard Bureau in the category of Public Affairs Community Relations program.
  - II. Media Relations: the SCNG Public Affairs disseminated over 30 Press Releases and Media Advisories. Most significant was the release of information about the death of three S.C. National Guardsmen who were killed in Afghanistan June 20, 2012 after a suicide bomber attack in Khowst province. This garnered the most media interest and requests for information. Fallen Heroes for 2012:

SGT John "J.D." David Meador II- 36, of Columbia, S.C.; assigned to 133rd Military Police Company, Florence, S.C.; died June 20, 2012.

1st Lt. Ryan Davis Rawl- 30, of Lexington, S.C.; assigned to 133rd Military Police Company, 51st Military Police Battalion, Florence, S.C.; died June 20, 2012.

Sgt. 1st Class Matthew Bradford "Brad" Thomas- 30, of Travelers Rest, S.C.; assigned to 133rd Military Police Company, Florence, S.C.; died June 20, 2012.

Additional Media releases focused on homecoming and deployment ceremonies, the Region III Best Warrior competition in April 2013, and the largest disaster response training exercise since 2008 held May 16-21 2013 called ARDENT SENTRY.

- III. ARDENT SENTRY was a NORAD and USNORTHCOM sponsored exercise for participating military units to practice disaster response activities and coordination procedures. The S.C. National Guard had more than 1,500 members conducting field training in the counties of Allendale, Barnwell, Jasper, Bamberg, Beaufort, Hampton, Varnville and Richland counties and the Dept. of Energy’s Savannah River Site. The S.C.



National Guard's portion of ARDENT SENTRY involved a scenario of a hurricane striking the South Carolina coast.

IV. For the Federal Mission – Over 2,500 S.C. National Guard members have deployed in 2013. They include:

- \* Agricultural Team 49 – Afghanistan
- \* 178 Engineer Battalion (BN) – Afghanistan
- \* 122 Engineer BN – Afghanistan
- \* Heavy Aviation Lift Company (CH-47) - Afghanistan
- \* B/198 Signal - Afghanistan
- \* 218th Maneuver Enhancement Brigade – Kosovo
- \* Aviation Lift Company – Kosovo
- \* 132nd MP Company – Kosovo
- \* 169th Security Forces Squadron (Air Guard) - United Arab Emirates
- \* Military Engagement Teams – Africa
- \* Military Engagement Teams – Colombia – State Partnership
- \* Aviation Security and Surveillance BN on Southwest Border
- \* Air Defense Mission in Washington DC
- \* 251st Medical Company – Afghanistan
- \* 1223rd Engineer Company – Afghanistan
- \* 124 Engineer Company – Afghanistan

V. On July 23, 2012 the State Partnership Program (SPP) between the Republic of Colombia and the state of South Carolina was formally begun via a signed partnership proclamation. Governor Nikki Haley and Colombian Vice-minister of Defense Jorge Enrique Bedoya signed the proclamation. The SPP between South Carolina and Colombia marked the 64th State Partnership in the program's 20 year history.

VI. Command Information Programs: Service member and Family Care are paramount mission for the SCNG JFHQ and Directorates. Through the establishment of the J1.1 Directorate, unemployment was dropped to less than 3.9% from 16% in 2011. A total of 1,100 S.C. Guardsmen were placed in jobs.

## **2. 59<sup>th</sup> Troop Command**

a. 122<sup>ND</sup> Engineer Battalion (EN NB):

- I. On March 3, 2013, HSC and FSC 122<sup>nd</sup> EN COs were mobilized to Fort Bliss, Texas, in preparation for the upcoming deployment to Afghanistan. After successfully completing all required tasks at the mobilization station, the units arrived in Afghanistan and replaced the 178<sup>th</sup> EN BN.
- II. The 1221<sup>st</sup> EN Co. conducted new-equipment training and was fielded the Buffalo Mine Protected Clearance Vehicle (BPCV) and the Husky Mine Detection Vehicle (VMMD).

- III. In November 2012, the 1221st received the Meritorious Unit Citation for its service in Afghanistan (OEF) from 2010-2011.
- IV. Members of the 121<sup>st</sup> EN CO received specialized training from the South Carolina Fire Academy in April 2013 on Urban Mobility Breaching Kits; additionally the unit conducted Improvised Explosive Device (IED) Lanes Training using new equipment throughout the training year. During Annual Training at McCrady Training Center (MTC), the unit conducted joint training with the Richland County Fire Department on urban breaching operations and the Richland County Sheriff's Department on Active Shooter Training.
- V. 124<sup>th</sup> EN Co. received a Notification of Sourcing for deployment to Afghanistan on 16 July 2012 in support of Operation Enduring Freedom. Throughout the training year, the unit recruited and trained numerous Soldiers on Construction Engineering. 124<sup>th</sup> EN Co. Soldiers will mobilize to Camp Shelby, MS in August 2013 and serve under the Regional Command-South, Afghanistan.
- VI. Between July and September 2012, the 125<sup>th</sup> EN Co. conducted new-Equipment Training and was fielded with the Common Bridge Transporter, Bridge Erection Boats, and Improved Ribbon Bays. First Platoon constructed an entire Single-Double Bailey Bridge in May 2013, the first unit to do so in over five years. Throughout the training year the 125<sup>th</sup> EN Co. developed technical skill-sets and proficiency in water rafting operations and bridge reconnaissance.
- VII. 1220<sup>th</sup> EN Platoon conducted new-Equipment Training on several weapon systems-M2A1, M240L, M320A1, and M26. The unit participated in Operation Ardent Sentry in April 2013, providing Engineer Route Reconnaissance and receiving training on detainee operations, small debris clearing, reporting and convoy operations.
- VIII. 1225<sup>th</sup> EN Detachment conducted Survey and Design missions throughout the state in support of several Construction Engineer units and state operations. These missions included the Helicopter Landing Pad at the South Carolina Emergency Management Division Headquarters at the Pine Ridge Armory, Grey Court Recreational Facility in Laurens, SC, and many smaller-scale projects at MTC. The 1225<sup>th</sup> assisted local churches' coordinate effort to collect items for the victims of the Oklahoma tornados. Throughout the training period, the unit focused on geospatial design and geodetic Engineer support.
- IX. 1226th and 1227<sup>th</sup> EN Detachments conducted new-Equipment Training on the Hydraulic, Electric, Pneumatic and Petroleum Operated Equipment (HEPPOE) Tool Set. During Annual Training, both detachments

conducted asphalt operations on MTC; specifically, the engineers stripped the deteriorating asphalt on Golden Lion Road and repaved a 700 yard stretch of asphalt.

- X. The 122<sup>nd</sup> EN BN assisted local churches' coordinate effort to collect items for the victims of the Oklahoma tornados
- b. 751 Combat Sustainment Support Battalion (CSSB):
  - I. The HHC 751st CSSB received a Notice of Sourcing (NOS) in July 2012 for deployment to Afghanistan (OEF); The Unit immediately initiated the required validation process.
  - II. On May 5<sup>th</sup>, 2013, the 751st conducted Battalion Unit Award Presentation Ceremony for the Iraqi Sovereignty Campaign Streamer hosted by BG McCarty
  - III. The battalion Received Chief of Staff of the Army Region III DA Army Award for Maintenance Excellence (AAME), during the analyzed period.
  - IV. MAJ Camala Lepak and SSG Latasha Rains were awarded the "SC State Logistician of the Year" respectively for Officers and NCOs.
  - V. Following an effective Accident Avoidance Course campaign, the unit achieved the goal of zero accidents throughout the 751st Battalion
  - VI. In May 2013, the 751<sup>st</sup> CSSB provided all maintenance support for ARDENT Sentry 13.
  - VII. The 751<sup>st</sup> received its Afghanistan Campaign Streamer
- c. 741<sup>st</sup> Quartermaster Company
  - I. In May 2013, during Ardent Sentry, the 741<sup>st</sup> supported the state-wide exercise by providing water purification services.
  - II. The unit participated in the World Wide DA Reverse Osmosis Water Purification Unit(ROWPU) rodeo competition in Virginia
- d. 264th and 268th Engineer Detachments (FF)
  - I. The 268th Received State Safety Award during the analyzed period.
  - II. In March the 268<sup>th</sup> conducted Annual Training at the South Carolina Fire Academy.
  - III. Between March 17<sup>th</sup> and 29<sup>th</sup>, the 264th and 268th Engineer Detachments (FF) received certificates of training in rope rescue, high and low angle rescue, confined space entry and rescue, and lifting and moving heavy objects
  - IV. During Ardent Sentry, in May 2013, the units provided search and rescue support assets in Barnwell, SC.
- e. HHD 51st Military Police (MP) Battalion:
  - I. HHD deployed five Soldiers in support of the Agricultural Mission in Afghanistan and a Military Police platoon encompassing Soldiers of the 132nd and 131st Military Police Companies deployed with the 218th

- MEB as security force in support of the Kosovo Force – 16 Mission in Kosovo. They returned in June 2013.
- II. The 131st MP Co. deployed thirteen Soldiers in support of the Agricultural Mission in Afghanistan. During AT 2012, the 131<sup>st</sup> supported Camp Blanding's MP in law enforcement operations.
  - III. The 133rd MP Company, 131st MP Company and HHD 51 MPBN conducted Annual Training at Fort Bragg to train on Rapid Reaction Force state mission.
  - IV. The 133rd MP Co., in 2012, deployed to Afghanistan and was the mission of assisting the Afghanistan Uniform Police (AUP) at eight different police substations throughout Khost, a province located in eastern Afghanistan bordering Pakistan and containing major infiltration routes for enemy insurgents. The 133rd trained the AUP and assisted them in conducting joint mounted and dismounted patrols in its assigned Areas of Operation (AO's). The unit conducted over 600 joint combat patrols and over 20 cordon and search operations. The company also collected over 3000 biometrics entries. They captured several suspected insurgents and confiscated over 1300 lbs of illegal fertilizer, used by the enemy in the manufacture of improvised explosive devices. On 20 June 2012, the 133rd MP CO suffered three KIA and 5 WIA during an insurgent's suicide attack. The explosion killed 1LT Ryan Rawl, SFC Brad Thomas, and SGT John Meador, along with their local national interpreter, two AUP, and sixteen Afghan civilians. SGT Helaina Lake, SGT Devin Davis, SGT Robert Barber, SPC Ashley Durham, and SPC Jared Bland along with 32 Afghan civilians were wounded during the attack. The 20 June 2012 attack was the deadliest day in the South Carolina Army National Guard since the start of the Global War on Terrorism. The unit returned from Afghanistan on 6 September 2012. For actions during combat operations in Khost Province Afghanistan, the 133rd Military Police Company was awarded the Afghanistan Campaign Streamer and was nominated for the Valorous Unit Award and the Meritorious Unit Awards. The Soldiers of the 133rd Military Police Company were awarded twenty-three Bronze Star Medals, eight Purple Heart Medals, two Army Commendation Medal with "V" Device, 142 Army Commendation Medals, three Army Achievement Medals and fifty-eight Combat Action Badges .
  - V. The 133<sup>rd</sup> MP Co. was assigned as the only responding Military Police force for every conglomerate in South Carolina—Northern, Central, and Southern. It was also assigned as the state's Quick Reaction Force (QRF). From 1 – 15 June 2013, the 133rd MP CO conducted Annual

Training at Fort Bragg, NC, training on Law and Order Operations and conducting specific training geared toward the company's certification as the state's QRF. The Soldiers also trained on specific Defense Support of Civil Authority (DSCA) related tasks.

- VI. 132nd MP Co., in July 2012, received a Notice of Sourcing (NOS) for deployment to Afghanistan and have been preparing for this mobilization by attending JA Conference and NOS+60 Conference along with a site visit with the unit it will replace in country for their JSOC interviews.
- VII. In July 2012, the 132nd MP Co assisted in the funeral details of 1LT Rawl, SFC Thomas, and SGT Meador (KIA, June 20 2012, in Khowst province, Afghanistan).
- f. 51<sup>st</sup> and 251<sup>st</sup> Rear Operations Center (ROC).
  - I. From August 17 to September 1, 2012, under the command of LTC John C Ramsey, the two ROCs deployed to South Korea to participate in Ulchi Freedom Guardian<sup>1</sup> training exercise. The 51st ROC provided twenty Soldiers augmented by members of the 251st ROC, 751st CS HHC, HHD 51 MP BN, HHC 151 SIG BN, 218th MEB, and 263rd AAMDC to support Combined Forces Command. South Carolina Army National Guard (SCARNG) Soldiers provided support for U.S. Forces Korea 19th ESC's forward deployed mobile Operations Center and 451st ESC's rear sustainment operations. In support of these operations the SCARNG Soldiers were deployed to various bases across the Korean peninsula.
  - II. Both ROCs are currently completing their deactivation process.

### **3. 228<sup>th</sup> Signal Brigade**

- a. In May 2013, B Co. 198<sup>th</sup> Deployed in Support of Operation Enduring Freedom.
- b. The entire Command supported the Greenville Highland Games and the Adjutants General Association of the United States Conference as well as the Guard Senior Leader Conference (May 2013).
- c. HHC 228<sup>th</sup> TTSB and C/151 ESB Supported Ardent Sentry (May 2013). HHC 228<sup>th</sup> TTSB and A/151 ESB and B/151 ESB supported Grecian Firebolt 2013 (June 2013).

### **4. 263<sup>rd</sup> Army Air and Missile Defense Command**

- a. The 263<sup>rd</sup> AAMDC is the National Capital Region's Integrated Air Defense Command and Control Element in support of Operation Noble Eagle<sup>2</sup>. From 1

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<sup>1</sup> Ulchi Freedom Guardian is part of an ongoing focus on strengthening the U.S.-South Korea alliance while preparing South Korea to assume wartime operational control of its forces from the United States in 2015.

<sup>2</sup> Operation Noble Eagle was authorized by President George W. Bush on September 15, 2001 as partial mobilization of the reserves for homeland defense and civil support missions in response to the terrorist attacks Sept. 11 at the New York World Trade Center and the Pentagon.

July 2012 to 30 June 2013 AAMDC deployed forty-four Soldiers in support of the mission. From July 30 to August 10, 2012, the unit deployed eight Soldiers and two Sentinel Radars Joint Force Exercise Black Dart (Counter UAV) Point Mugu, Ventura, CA. From October 22 to October 30, 2012, 263<sup>rd</sup> AAMDC participated in a National Level Exercise Vigilant Shield 13, Fort Sam Houston, Texas, NORAD/NORTHCOM, Elmendorf AFB Alaska, Tyndall, AFB Florida, 263d AAMDC, Anderson SC with forty-two Soldiers. From February 25 to April 30, 2013, the unit joined Operation Hawkeye, (Border Patrol mission in support of JTF North), New Mexico Border, deploying twenty Soldiers, two LSTAR Air Surveillance Radars, and two Sentinel Radars from the National Capital Region's Minimum Deployment Package. From April 13 to April 27, 2013, 263<sup>rd</sup> AAMDC participated, with thirty-five Soldiers and the 263 AAMDC Mobile JADOC and Communications suite, in Exercise America's Shield 13-pre-mobilization training for 1-188 ADA Battalion, North Dakota Army National Guard, Camp Grafton, North Dakota. From February 25 to April 30, 2013, AMDC deployed five Soldiers, two (2) LSTAR radars and two Sentinel Radars from the National Capital Region's Minimum Deployment Package to support Operation Skymaster, Southwest Border mission in support of Joint Task Force North, El Centro California. From April 29, 2013, to May 4, 2013 AAMDC provided Command and Control Culminating Training Event (CTE) post mobilization Training Event for 164<sup>th</sup> ADA BDE, FLARNG conducted at Fort Bliss Texas.

- I. 2-263 ADA: D-IADS (Deployable Integrated Air Defense System) Minimum Deployment Package deployed eighty Soldiers, six Avenger Fire Units and six Sentinel Radars from September 15, 2011, to September 14, 2012, in support of Operation Noble Eagle.
- II. The 1-188<sup>th</sup> ADA Battalion, NDARNG Culminating Training Event. (Post Mobilization Training prior to deploying to the National Capital Region, Fort Bliss Texas, from may 27, 2013 to June 14, 2014.

##### **5. 218<sup>th</sup> Maneuver Enhancement Brigade(MEB)**

- a. In May 2013, during Ardent Sentry, , the 218<sup>th</sup> MEB was tasked with organizing, mobilizing and deploying relieve assets to the (simulated) affected-Area Of Responsibility (Southern Conglomerate) to conduct Defense Support to Civilian Authorities (DSCA), in order to assist state and local authorities respond to the pre-landfall evacuation of coastal areas and hurricane effects as required, provide critical life support, conduct security operations, facilitate recovery operations, sustain forces, and transition assigned missions to civil authorities, while sustaining the public trust. Task Force 218 consisted of approximately 1,000 Soldiers, 150 State Guardsman, local law enforcement, emergency operations civilian agencies, and the local public from Jasper, Hampton, Allendale, Barnwell



and Bamberg counties. The estimated costs for the exercise was \$220K in contracts, \$17k in Class 3, and \$4.3 million in O&M operating costs.

- b. The 218<sup>th</sup> MEB deployed - approximately 180 Soldiers in support of Operation Joint Guardian, KFOR XVI (Balkans); HHC sent 3 ETT Teams to Sarajevo and Pristina to support NATO HQ's. The Main Body was sent to Camp Bondsteel, Kosovo. The 13 month-long deployment began in June of 2012 and ended upon redeployment to South Carolina on 05JUN13
- c. The 4-118th deployed over 800 Soldiers to Kuwait-Task force Rifles/ SECFOR-N was responsible for providing and coordinating all administration, logistical, legal, training, intelligence/ security, communication, and religious support for three Camps in Kuwait, with a combined population over 6,500. SECFOR-N is partnered with the Kuwaiti National Guard (KNG) to further develop the existing relationship between the Kuwaitis and the United States as part of the Theater Security Cooperation (TSC) agreement. The QRF in support of each camp found and disposed of over 100 UXOs, remnants of Operation Desert Storm<sup>3</sup>. Additionally, the unit provided medical support for eight Squadrons of the US Navy, allowing the same to conduct Close Air Support operations at Udari Range. Additional missions include providing security forces at the Jordanian Training Center and supporting the Singapore Army during range operations.
- d. The 108<sup>th</sup> Chemical Company executed DSCA, during Ardent Sentry, in Varnville, SC. The unit moved 45 Soldiers to the effected AOR and worked as part of an inner agency-operation in order to respond to a (simulated) hurricane that hit Jasper, Hampton, Allendale, Barnwell, and Bamberg counties. The company sent reconnaissance and decontamination assets to various locations within the AOR to provide CBRN support in conjunction with civilian relief-efforts.
- e. The 111<sup>th</sup> Signal Company executed annual training at Fort AP Hill in Virginia. The Unit traveled over 1200 miles accident free.
- f. The 1-178<sup>th</sup> Field Artillery Battalion assumed the role of lead Task Force HQ for the Northern Conglomerate for the State's DSCA mission. Additionally, the unit continued supporting various community engagements in order to continue foster the Guard's relationship with its community (Hell Hole Swamp Festival in Jamestown; dedication of the Francis Marion Statue in Johnsonville; representing the SCARNG at Georgetown High School's Veteran's Day; support to the Wounded Warrior Hunt in Clinton).
- g. The 178<sup>th</sup> FA Battalion conducted a Live Fire Exercise in which the Battalion safely fired over 814 155mm artillery rounds (724 HE, 54 Illumination, 36 Smoke), as well as 4000 rounds of .50 Caliber, 2400 rounds of 7.62mm and 2400

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<sup>3</sup> This will greatly benefit the civilian population of Kuwait in the fall and winter months as they return to their Bedouin roots and establish camp sites throughout the desert.

rounds of 5.56mm during the crew served weapons portion. During June IDT, the Battalion conducted another Live Fire Exercise in which the POCs were co-located with the Forward Observers in order to maximize the value of timeliness and accuracy by having entities that normally do not have localized contact, work together in close proximity.

- h. The 1-118<sup>th</sup> Infantry Regiment deployed about 200 Soldiers in support of Operation Joint Guardian, KFOR XVI (Balkans). The BN HQ and B Company Guidons deployed and the battalion also fielded soldiers to serve in the JRD-E (Joint Readiness Detachment - East). During the deployment to Kosovo the 1-118<sup>th</sup> FWD conducted three major battalion sized operations including the removal of a roadblock in the village of Rudare, during Operation STONEWALL JACKSON on 31JAN13. Leadership conducted Key Leaders Engagements (KLE) with local mayors while troops patrolled the Administrative Border Line (ABL), manned outposts, controlled MSR and ASRs and conducted or controlled over 3000 patrols.
- i. The 1-118<sup>th</sup> BN supported the 4-118<sup>th</sup> BN's deployment (Operation Enduring Freedom) to Kuwait with approximately 50 volunteers.
- j. A Co 1-118<sup>th</sup> Infantry Regiment provided a 45-man SECFOR platoon for the Agricultural Development Team (ADT) in Afghanistan. These Soldiers reported to Camp I, IN, on 18 March 2012 and were released, upon completion of the mission, on 31 March 2013.
- k. Elements of the 218<sup>th</sup> MEB supported various community engagements in order to continue to foster the National Guard's relationship with in the community. These events included participation: Color Guard for Military appreciation day at Elim Baptist Church, local Veterans day events, Marion County Chili Cook off, Pee Dee Academy Military Appreciation Baseball Game, Charleston Bridge run, Annual Walterboro Rice festival, Marion Fox Trot 5/10 K run and the Mullins Golden Leaf Tobacco festival
- l. The 218<sup>th</sup> Brigade Support Battalion (BSB) provided logistic support for Ardent Sentry which engaged over 2,000 Soldiers and Civilians in a state-wide disaster-relief training event across Jasper, Hampton, Allendale, Barnwell and Bamberg counties. The BSB single-handedly supported a task force of over 900 Soldiers and 150 State Guardsmen/women in the Varnville area alone. The BSB's primary role was logistical command and control for the Task Force and also provided the LSA mayor, field feeding support and water/fuel support for 10 days. Additionally, the BSB deployed to Fort A.P. Hill in Virginia for annual training that included range operations, VBS2 (virtual battle space, second generation) training, IED defeat lanes and culminated in a convoy live fire exercise. The 218<sup>th</sup> BSB attached over fifty Soldiers to the 4-118<sup>th</sup> and HHC/218<sup>th</sup> MEB in order to support deployments to Kuwait and Kosovo.



## 6. **59<sup>th</sup> Aviation Troop Command**

- a. The 1-151st Attack Reconnaissance Battalion (ARB) returned from deployment and completed the mandatory 90-day yellow ribbon on 14 July 2012. From the 8th through the 16th of November, 2012, the 1-151<sup>st</sup> conducted deck landing qualification training at Oceana Naval Air Station (Virginia Beach, VA),. At the end of November, the unit deployed a team to Japan to participate in the exercise “Yama Sakura 63.” During the first weeks of April, the 151<sup>st</sup> performed an intense COMET inspection, achieving and exciding the required standards; The Battalion received “first time go’s” in all evaluated areas of the COMET inspection. In April the 151<sup>st</sup> sent three pilots to Korea to instruct 4-2<sup>nd</sup> ARB on initial deck-landing qualification and overwater operations. In May, the Battalion supported Ardent Sentry by attaching elements to the 59th Aviation Troop Command. During AT the battalions conducted split base operations by conducting aircraft gunnery at FT. Stewart, GA and battalion running missions from McEntire Joint National Guard. Base employing all available aircraft and simulations devices.
- b. HHC 2-151<sup>st</sup> Security & Support Aviation Battalion (SSABN), from February 2012 through December 2012, deployed its staff element to the U.S.-Mexico border in support of Operation Border Watch II to provide Customs and Border Protection aerial observation and reconnaissance support in the Rio Grande Valley area of Southwest Texas. Within the mission, the Battalion Staff operated as the Headquarters for Operation Border Watch II, for Joint Task Force Liberty. The TF’s main objective was to support the Border Patrol in achieving its strategic plan, preventing terrorists from entering the U.S. and disrupting and degrading transnational criminal organizations. JTF Liberty is comprised of Army National Guard UH-72A Lakota and Air National Guard RC-26B aircraft sourced from multiple states and territories
  - I. A Co 2-151<sup>st</sup> “Raiders” deployed to the U.S.-Mexico border in support of Operation Border Watch II from March 2012 through November 2012. During the operation, the company operated two (2) UH-72A Lakota in the “graveyard shift”, using the night vision capabilities of the aircraft to observe, identify, and assist in the capture of illegal immigrants crossing the Rio Grande River into the U.S. and seize narcotics smuggled in by drug cartel members. During this time, the company assisted in the detention of an estimated 5,500 illegal immigrants and the seizure of more than 10 million dollars of narcotics. The maintenance maintained an operational readiness rate of over 90% and a total of over 700 hours flown by the company.

- II. A Co. conducted missions in support the Ardent Sentry training exercise in May 2013 as part of its annual training. During this exercise the Company flew at least two missions per day in support of civilian authorities to include reconnaissance of critical infrastructure, V.I.P. support, and air movement of materials.
- III. The “Raiders” conducted three hoist training exercises in support of SCHART in Charleston, Seneca, and Columbia, SC. The company rapidly developed this program and successfully conducted simulated live-hoist rescue missions. Of note, an aircraft crewed by CW3 Ken Smith, CW3 Tim Hall, SGT Terry Bare, and SGT Brian Holder experienced a single-engine failure while on short-final to a landing zone. The crew expertly reacted to the emergency and successfully recovered the aircraft.
- c. 2-149th General Support Aviation Battalion (GSAB) - REAR
  - I. While A Co. 2-149<sup>th</sup> GSAB mobilized and deployed in support of Operation Joint Guardian, the Company's Rear Detachment remained at McEntire Joint National Guard Base in Eastover, SC. The Rear Detachment's mission was to support the forward element in Kosovo via stateside assets while maintaining the remaining 45 Soldiers' mission readiness at home station. During this time all Rated and Non-rated Crewmembers were upheld as RL 1 D/N/NVG and all new Pilots and Crew Chiefs were progressed to RL 1 D/N/NVG. The Rear Detachment was left with 2 UH-60L Aircraft, and over the year acquired 2 MEDEVAC UH-60s from Fort Drum, NY, 2 UH-60s from the Florida National Guard, and 2 additional UH-60s that are currently completing Phase testing.
  - II. During the analyzed period, the “maintainers and fuelers” drove 12,805 OPTEMPO miles.
  - III. The Rear Detachment participated in Operation Ardent Century flying CASEVAC, VIP, Sling Load, Water Bucket and Troop Movement operations. The Rear Detachment also participated in SC Helicopter Aquatic Rescue Team (SC HART) training once per quarter with a task force of volunteer Firefighters and EMT from around the state. As part of the training, Helo-casting, Mountain and Water Victim Hoist, Short Haul, and CASEVAC missions are flown at various locations around the state.
  - IV. A Co, 2-149th UH-60 Blackhawks responded to two real-world SC HART missions in the upstate, rescuing victims from mountainous territory and resulted in saving two lives. The Blackhawks also participated in escorting AH-64 Apaches to and from the AVCRAD sites in Huntsville, AL and Corpus Christi, TX. The unit logged over 570 flying hours and stands ready to react to unforeseen natural disasters and perform rescue operations, both civilian and military, in any terrain at any time.
- d. The 351 Aviation Support Battalion (ASB), since 1 July 2012, has conducted extensive DSCA operations training.

- I. A Co. conducted numerous sling load missions utilizing multiple configurations to move HMWWVs and the Light Water Purification System from one point to a landing zone near the water site via CH-47s. These missions have prepared the Water Section to react in a proficient and efficient manner to supply water to the barrier islands or anywhere else cut off to traditional ground supply during a major natural disaster. In support of the sling load operations the Class III Distribution Section has conducted multiple Forward Arming Refuel Points.
- II. A Company has also focused on IED defeat training, in preparation for deployment. A Company excelled in individual weapons qualification this year with an 81% “go” rate.
- III. HSC conducted FARP operations in September, February, and May. The maintenance section, which ranked 5<sup>th</sup> in the region for AIMEE competition, trained on wrecker operations by setting up various scenarios throughout the year. They have worked with the local police station on hooking up to civilian vehicles to simulate what their mission would be during a natural disaster. A Sling Load refresher course was conducted in February and June.
- IV. HSC’s primary focus during Ardent Sentry was TOC operations; The unit also set up its first fully operational “jump” TOC, enabling communications between the Primary TOC at McCrady Training Center and the Jump TOC Jasper County. The TOC also maintained communication with all the vehicles while on missions or conducting training.

**7. 218<sup>th</sup> Regiment (Leadership)**

- a. The 218<sup>th</sup> Regiment (Leadership), Regional Training Institute trained 2,528 Soldiers in various curriculums, such as: Heavy Equipment Operator, Combat Engineer, Officer Candidates, Warrant Officer Candidates, Warrior Leadership, Advanced Leadership (DL), Senior Leadership (DL), Pre-Command, Combat Lifesaver, Military Police and Motor Transport Operator. The Regiment hosted the 2013 Warrior of the Year challenge.
- b. 1st Battalion (EN), 218<sup>th</sup> Regiment (LDR) trained a total of 166 students in FY-12 and TY- 12 in the 12N10 (Horizontal Construction Engineer Course) MOST and 12B10 (Combat Engineer Course) MOST.
- c. 2nd Battalion (OCS), 218<sup>th</sup> Regiment (LDR) trained a total of 138 Officer Candidates, graduating 35 Officer Candidates during the analyzed period.
- d. 2nd Battalion (WOCS), 218<sup>th</sup> Regiment (LDR) trained a total of fourteen (14) Warrant Officer Candidates during the analyzed period.
- e. Command Sergeant Major (CSM) Jewell McCullough became the first African American female to become the Commandant of the NCOES BN.

- f. The Noncommissioned Officers Academy (NCOA) trained 1126 Soldiers in the Warrior Leaders Course (WLC), 490 Soldiers in the Advanced Leaders Course Common Core Distributed Learning (ALC CC DL), during the analyzed period.
- g. The Palmetto Military Academy (PMA) successfully completed the Accreditation process for 2013.
- h. 3<sup>RD</sup> BN NCOES instituted the first BN wide PRT reconditioning program.
- i. In August 2012, two (2) NCOs were deployed to Djibouti to instruct WLC; three (3) instructors deployed to Kosovo to assist with the WLC mission from July to December of 2012; one (1) instructor deployed to Kuwait to support WLC from January to July of 2012.
- j. 4th Battalion (GS), 218<sup>th</sup> Regiment (LDR) trained a total of 318 students during FY-13 in the Pre-Command Course, Combat Lifesaver Courses, 88M (Motor Transport Operator) MOST Phases I & II, 31B (Military Police) MOST Phases I&II, Combatives/Combatives Level 2, Army Basic Instructor Course and Small Group Instructor Training Course.
- k. 5<sup>th</sup> Battalion (Signal), 218<sup>th</sup> Regiment (LDR) trained 201 25B MOS-T Students and 75 25U MOS-T Students for a total of 276 Soldiers. The 5<sup>th</sup> Battalion (Signal) also received the rating of “Institute of Excellence” during their 2013 TRADOC Accreditation.

#### **8. SCARNG Medical Command**

- a. The Medical Command moved into the Armed Forces Reserve Center at McEntire Joint NG Base, providing the Medical Command with a permanent home to conduct operations for all Individual Medical Readiness Exercise (IMRX’s) and Soldier Readiness Programs (SRPs).
- b. The Command Created the Office of the State Surgeon. This is a combination of the fulltime staffs of the Medical Command and the G-1 Medical Section, creating and true “One Stop Shop” for matters concerning soldiers’ Medical Readiness.
- c. The 251<sup>st</sup> ASMC (Darlington) deployed to Afghanistan, the Medical Command’s first deployment as a subordinate unit to an active combat theater.

#### **9. SCARNG Garrison Command**

- a. Garrison Command is responsible for McCrady, Clarks Hill, Fountain Inn and Hodges Training Sites
- b. The Soldier Support Center issued over 900 ID Cards to Active, Reserve and Retired Military Service Members and Families, during the analyzed period.
- c. McCrady Training Center (MTC) trained a total of 1,077,730 personnel; MTC Navy Training Throughput was 69,469
- d. MTC Received two Fire Engines, the first National Guard training site to receive trucks and stood up its Fire and Rescue department with 18 personnel
- e. MTC continued the implementation of its Permanent Emergency Services Program and supported the Ardent Century Exercise

- f. Garrison Command Facilitated the Bee Pollination Program in Support of Agriculture Missions in Afghanistan, approved the Community Garden Project and supported the Sustainability Partnership Workshop, an on-going program ensuring current and future Energy, Natural and Cultural Resource Sustainability.
- g. The command continued supporting training of Unmanned Aerial Systems (UAS) at MTC and multiple Special Operations exercises with SOF, Rangers and MARSOC, during the analyzed period. Additionally MTC hosted ATF Demolition training

## SCANG Highlights for State Accountability Report 2013

### July 2012

AEF swap out of personnel Afghanistan in support of Operation Enduring Freedom.

STARBASE Swamp Fox recognized for another record breaking year. The annual attendance record surpassed over 1,000 students for the 2<sup>nd</sup> year in a row.

Swamp Foxes continue to serve in Afghanistan.

### August 2012

AEF deployed Airmen return from four month historic deployment to Kandahar, Afghanistan.

169<sup>th</sup> MXS Propulsion shop Airmen return from deployment to Lakenheath AB, England in support of OEF.

State Partnership Program between South Carolina and the Republic of Colombia begins.

Brig. Gen. Scott Williams, former 169<sup>th</sup> FW Commander, assumes command of the ANG Readiness Center

### September 2012

Announced the end of the printed SCANG News.

169<sup>th</sup> CF assumed responsibility of the Joint Incident Site Communication Capability from the SC Army National Guard.

SCANG Aerospace Control Alert (ACA) aced the first Air Force Evaluation of the ACA mission. The Alert Forces Operational Assessment ran from 25-27 September.

SCANG welcomed two new Chaplains to the Chaplains Corps.

## October

SCANG hosted second annual Taste of McEntire with the Diversity Council

Hosted the Foxtrot III Warrior Run, raising \$2,400 to benefit the Wounded Warrior Project.

Members donated 44 pints of blood to the American Red Cross.

SCANG Airmen receive the new Joint Service Lightweight Integrated Suit Technology chemical warfare protective suits.

SCANG Eagle Vision IV supports satellite image needs for Hurricane Sandy.

## November 2012

169<sup>th</sup> CES Firefighters return from six month deployment to Bahrain.

SCANG Airmen underwent a week-long Environmental, Safety and Occupational Health Compliance Assessment and Management Program inspection.

First annual Remembrance Service was held by SCANG Chaplains.

Senior Airman Walter James, 169<sup>th</sup> SVF puts out small kitchen fire, potentially saving the facility from greater damage.

Hundreds of Boy Scouts from the Midlands' Indian Waters Council held 2012 Camporee at the pond site. More than 800 Boy Scouts from 50 units camped at McEntire.

Family Readiness held a fall festival, more than 300 people attended.

November 2<sup>nd</sup>, annual Chief's Retirement Banquet

## December 2012

SCANG issued the final edition of the printed SCANG newsletter.

ACA passes a "No-Notice" North American Aerospace Defense Fighter Alert Force Evaluation. ACA personnel, Command Post, Intel, MXS and OPS all played a role in receiving "Mission Ready" in all inspectable areas.

SCANG Eagle Vision IV team returns from 40-day deployment to Turkey

## January 2013

SCANG promotes first black General Officer, Brig. Gen. Calvin Elam.

SCANG announced the 2012 Airmen of the Year winners.

### February 2013

Lt. Col. Brian Bohlman hosted a Comprehensive Airman Fitness 1-day course using the Ultimate Spirituality: Resiliency and Relationships Curriculum 22 Feb.

SCANG units conducts ORE Fri-Sunday drill weekend in preparation for major inspection that will take place later in the year SCANG Eagle Vision IV collects images of Winter Storm Nemo.

The 245<sup>th</sup> ATCS is named the 2012 Airfield Operations Flight Complex of the Year. Recognizing support from Air Traffic Control and Landing Systems and the Control Tower and the 169<sup>th</sup> Operations Support Flight's Airfield Management team.

An elite team of 169<sup>th</sup> SFS personnel began their six month deployment to Southwest Asia to provide security for the 380<sup>th</sup> Air Expeditionary Wing.

### March 2013

Swamp Fox Airmen represented the 169<sup>th</sup> Fighter Wing in the 2012 Warfighter Sustainment Training Exercise (TAG Match). Second Place Team - SCANG

"Top Gun" Service Rifle - Staff Sgt. Kenvyn Lewis

Overall Second Place Individual (Open Class) - Staff Sgt. Kenvyn Lewis

Overall Third Place Individual (Open Class) - Master Sgt. Larry Smith

"Excellence in Competition" Pistol Match Winner - Staff Sgt. Kenvyn Lewis

"Governor's Twenty" Tab - Master Sgt. Larry Smith and Staff Sgt. Kenvyn Lewis

169<sup>th</sup> SFS implements new Defense Biometric Identification System for checking ID cards at the gates.

### April 2013

Commander of the Colombian Air Force visits McEntire JNGB and tours facilities.

### May 2013

Former SCANG fighter pilots attend a reunion and memorial service. The gathering of Swamp Fox aviators was the first of its kind since the late 1990s.

245<sup>th</sup> ATCS conducts ORE in preparation for the upcoming Certified Readiness Evaluation (CRE).

### June 2013



SCANG members participate in exercise Ardent Sentry 13. 169<sup>th</sup> CF personnel provided critical communications during the statewide exercise and 169<sup>th</sup> FW Public Affairs members worked alongside SCARNG Soldiers providing documentation and news coverage of the event.

The SCANG continues to conduct Readiness Exercises in preparation for the upcoming Certified Readiness Evaluation.

The 245<sup>th</sup> ATCS is reassigned under the 169<sup>th</sup> Operations Group. Additionally, the 245<sup>th</sup> sets up mobile tower at Shaw AFB to take over the role of the main air traffic control tower while Shaw's tower undergoes a major remodeling construction.

A contingent of Swamp Foxes deployed to Naval Air Station Joint Reserve Base New Orleans, La., to support the 159<sup>th</sup> Fighter Wing's preparations for an upcoming deployment.

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) continues to manage energy consumption while working towards overall reductions in this area. During FY 04 (the last reported year by SC Energy Office), the SCMD ranked third among state agencies with the lowest energy use per square foot. Additionally, the South Carolina Military Department ranked first among state agencies with the lowest energy cost per square foot during this period. However, during FY 2012-2013 the agency's energy consumption increased 8% over the previous year, while utility costs increased 7.6%. This increase in costs reflects an increase in utility rates and the increased OPTEMPO for supporting the Overseas Contingency Operations and CCMRF missions, along with the addition of the Charleston and Anderson Readiness Centers.**

**The CFMO has construction projects underway at McEntire Joint National Guard Base, in Greenville for facilities to house Chinook contingents, Andrews RC, Allendale RC, Greenville RC, Greenville FMS and JFHQ RC. All projects are in excess of \$104,360,000 and 100% federally funded.**

**The CFMO employs multiple automated systems and software applications to manage and analyze information as part of the strategic development process. The agency has been recognized as a national leader in the data collection and management arena.**

The Youth ChalleNGe Program, one of the most cost-effective programs of its type, celebrated with a total of 3,501 graduates since inception in 1998. The program is available to South Carolina's at-risk youth at a campus located at McCrady Training Center. The combined success rate – which answers the question “Are we effective?” – stays between 70 and 80 percent.

The Emergency Management Division (EMD) developed and published the state's first-ever Air Rescue Plan. Partnerships were formalized with the US Coast Guard, South Carolina



Army and Air National Guard, South Carolina Urban Search and Rescue Task Force #1, Beaufort and Jasper Counties.

In 2010 EMD completed and published the Basic Plan to the Catastrophic Incident Response Plan (SCCIRP) providing the state with a methodology to respond to catastrophic events.

EMD is one of five state emergency management agencies selected to participate in the Task Force Emergency Readiness (TFER) pilot program. This program is an initiative led by FEMA to support and strengthen the catastrophic disaster preparedness of individual states by facilitating more comprehensive integration of planning efforts across all levels of government.

EMD provided continued management and oversight for the retrofit of all reserve shelters from the Midlands to the coast with an alternative power quick connection. This important project is currently on hold because of funding restraints.

The above list highlights only a few of the many achievements of the agency during FY 11-12.

## Barriers and Opportunities

The South Carolina Army National Guard continues to experience an intense period of change as it transforms from a strategic reserve force to an operational force. This transformation creates significant impacts in the buildings and infrastructure arena. **The CFMO faces increased challenges in meeting new requirements and providing adequate facilities to support an expanding mission load. A deficit in state matching funds precludes the agency from receiving the full amount of federal funding available.**

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 the agency. Approval and implementation 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.**

EMD has developed contingency contracts with several resource providers; however, to be successful, EMD must be able to get them in place 48 to 72 hours prior to landfall in order to plan and coordinate actions. Currently, there are no funds budgeted that give the division this flexibility.

Establishment of an Emergency Management Trust Fund, already implemented in several other states, is an effective method to help alleviate some of the problems our citizens have when they suffer losses from events not qualified for a Presidential declaration. An example would be those citizens who suffered losses because of the tornadoes that struck Sumter County a couple of years ago. Such a trust fund could give them some assistance in the recovery process. Finally, portions of the trust fund could be used to provide the state or local match during federally declared disasters, and to enhance state, county and local programs that yield dividends in disaster preparedness and response operations.

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. State government does not have a defined section whose purpose is to train State agency personnel. For example: 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: 424 (109 FTEs assigned – combination of state and federal funds)

Federal Employees (Army & Air Guard): 987 (100% federally funded)

AGR (Army & Air Guard): 889 (100% federally funded)

Traditional Guard (Army & Air Guard): 10,745 (100% federally funded)

TOTAL: 13,045

**Of the combined normal full-time workforce of 2,300 there are only 15 state employees who are 100% funded by the State or less than 1% of the workforce!** Other state employees are a combination of State and Federal funds.

**The 100% federally funded staff assigned to the Military Department has an annual payroll of \$160,300,988. Applying an average 7% state tax on this unadjusted federal payroll accounts for approximately \$11,221,106 that is transferred directly to the State Department of Revenue. This generated revenue is over twice the agency's annual appropriation.**

**Additionally, the payroll of the citizen-soldier, the m-day or traditional soldier, while not subject to state tax, brings into the economy \$64,139,673.**

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 71 armories throughout the State valued in excess of \$400,000,000, 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 is

quartered at McCrady Training Center in Eastover. The StarBase program is quartered at McEntire Joint National Guard Base also in Eastover, S.C.

### Base Budget Expenditures and Appropriations

Major Budget Categories	FY 11-12 Actual Expenditures		FY 12-13 Actual Expenditures		FY 13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$12,676,362	1,913,422	\$12,784,637	1,898,002	12,411,592	1,840,107
Other Operating	\$21,699,812	\$1,600,368	\$19,647,582	\$2,232,172	26,439,617	2,884,911
Special Items	87,636	87,636	89,279	89,279	157,076	157,076
Permanent Improvements	\$12,676,362	70,547	\$4,155,435	70,547	0	0
Principle/Loan	\$337,408	0	\$53,917	0	0	0
Distributions to Subdivisions	\$7,524,019	37,971	\$5,182,948	38,285	13,244,108	36,410
Fringe Benefits	\$3,672,157	\$551,264	\$3,585,483	\$581,991	5,332,080	825,096
Non-recurring	250,000	250,000	559,000	559,000	1,025,000	1,025,000
<b>Total</b>	<b>\$59,202,795</b>	<b>\$4,511,210</b>	<b>\$46,058,281</b>	<b>\$5,469,276</b>	<b>58,609,473</b>	<b>5,423,006</b>

### Other Expenditures

Sources of Funds	FY 11-12 Actual Expenditures	FY 11-12 Actual Expenditures
Supplemental Bill: State Active Duty (Non-Recurring):	286,784	90,113

## Major Program Areas

Program Number	Major Program Area Purpose (Brief)	FY 11-12 Budget Expenditures	FY 12-13 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: 898,541 Federal: 709 Other: 1,260,236 Total: 2,159,486 % of Total Budget: 4%	State: 964,137 Federal: Other: 850,393 Total: 1,814,530 % of Total Budget: 3%	Graphs 2.1-4 Thru 2.1-7
VII. Army Contract Support	Operate, maintain, and secure Army National Guard facilities to ensure recruitment, training, and operational readiness.	State: 156,305 Federal: 18,512,972 Other: 153,160 Total: 18,822,437 % of Total Budget: 32%	State: 127,776 Federal: 17,510,875 Other: 330,721 Total: 20,093,405 % of Total Budget: 27%	Graph 2.1-6 Graph 2.1-7
IX. 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: 1,286,106 Federal: 8,047,794 Other: 1,012,769 Total: 10,346,669 % of Total Budget: 17%	State: 1,366,106 Federal: 7,421,172 Other: 1,105,168 Total: 9,892,446 % of Total Budget: 15%	Graphs 2.1-13 Thru 2.1-18
VI. Youth Challenge programs	The Youth Challenge Program is one of the most effective programs of its type. The program is now available to SC at-risk youth in with a success rate of 80%.	State: 994,710 Federal: 1,284,918 Other: 104,682 Total: 2,383,720 % of Total Budget: 4%	State: 939,580 Federal: 2,124,551 Other: Total: 3,064,131 % of Total Budget: 5%	Graphs 2.1-19 Thru 2.1-22
VIII. McEntire ANG Base	Operate, maintain, and secure the State's only Air National Guard base.	State: 290,215 Federal: 3,550,722 Other: Total: 3,840,937 % of Total Budget: 6%	State: 322,130 Federal: 3,780,807 Other: Total: 4,102,937 % of Total Budget: 6%	Graph 2.1-4 Graph 2.1-5 Graph 2.1-7

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

Administration--State, Federal and Other

State Guard--State, Federal, and Other

Military Personnel--State

Operations and Training--State

Buildings and Grounds—State

Employer Contributions--State, Federal, and Other

Enterprise Operations—Other

Non Recurring Expenditure (Emerg, Construction)

	FY 11-12	FY 12-13
<b>Remainder of Expenditures:</b>	<b>State:</b> 2,133,188	<b>State:</b> 2,106,603
	<b>Federal:</b> 16,186,920	<b>Federal:</b> 22,139,920
	<b>Other:</b> 3,607,272	<b>Other:</b> 2,106,603
	<b>Total:</b> 21,927,380	<b>Total:</b> 26,353,126
	<b>% of Total Budget:</b> 37%	<b>% of Total Budget:</b> 37%

**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.

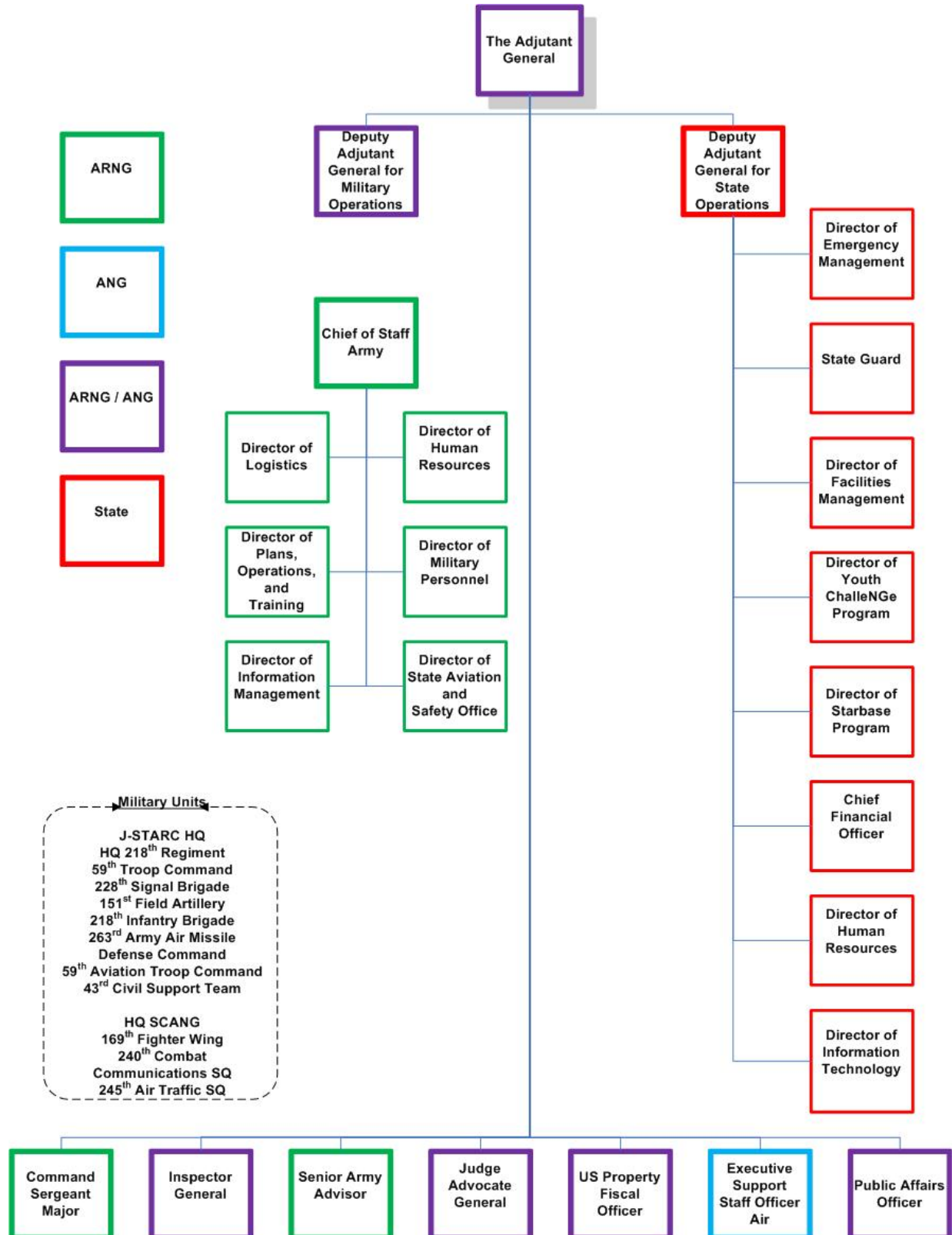
**Key Suppliers.** Among the key suppliers to the South Carolina Military Department are: U.S. Army and Air Force; the National Guard Bureau; the South Carolina General Assembly and the Governor's Office; the Universities of South Carolina and Clemson; the Department of Vocational Rehabilitation; the 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; Monteray 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 Robert E. Livingston, Jr, 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 Livingston 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. The director of the Emergency Management Division is a member of the NEMA National Emergency Association, the National Homeland Security Committee, the National Preparedness Committee and sits on the Board of Trustees for Leadership South Carolina.

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.**

The agency demonstrates its public responsibilities and practices in many ways. For the thirteenth consecutive year, the Emergency Management Division compiled, designed, published and distributed 300,000 copies of the "Official S.C. Hurricane Guide," which advises the public regarding actions to take before, during and after hurricanes. This guide also includes information for special needs populations.

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 "visits". 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 reflects a success rate in post-residential placement of between 70% and 80%. 3,501 of South Carolina's young men and women have been graduated and are now leading productive lives as citizens and taxpayers. **Since relocating to McEntire Joint National Guard Base in Eastover, the StarBase program, now in its 1<sup>st</sup> year, exceeded its goal instructing primary school graders in science and math.**

The South Carolina National Guard Joint Army / Air Governor's Counterdrug Task Force was 100% federally funded with a total budget of \$1, 819,096 and 26 personnel assigned. Consistent with the 2012 Governor's State Plan the Task Force consisted of four (4) unique missions: Task Force Headquarters, Intelligence Analyst, Civil Operations (formerly known as DDR, Drug Demand Reduction), and Aviation. The Counterdrug Task Force participated in the seizure of drugs, currency, weapons and vehicles totaling \$23,918,404.65 and provided flyover reconnaissance / observation of 237 hours.

The Headquarters, Intelligence Analyst, Civil Operations, and Aviation missions were funded at \$1,819,096. The Headquarters mission consisted of six (6) personnel located at the Bluff Road Armory and provided overall program management, to include coordination with supported Law Enforcement Agencies, management of required equipment, and preparation of various operational and financial reports and briefings. The Intelligence Analyst mission consisted of fifteen (15) personnel located at eleven (11) Law Enforcement Agencies at the federal, state, and local level, throughout the state. The analysts provided and focused on four core competencies: Link Analysis, document exploitation, commodity-financial analysis, and case construction. Analysts were provided to the Federal Bureau of Investigation-Columbia (FBI), South Carolina Law Enforcement Division (SLED) Fusion Center, SLED Narcotics, SLED Seahawk, SLED Technical Services, 15<sup>th</sup> Circuit Court Drug Enforcement Unit in Horry County, Greenville County Sheriff's Office, and the Charleston County Sheriff's Office. The Civil Operations mission consisted of one (1) person located at the Bluff Road Armory and provided support to Community-Based Organizations (CBO) designed to provide rewards and incentives, alternative activities and environmental strategies to help our state's youth make the commitment to be drug-free. The Aviation mission consisted of four (4) personnel located at McEntire Joint National Guard Base in Eastover, SC and provided reconnaissance / observation of airspace, maritime or surface areas for illegal drug activities which include, but are not limited to, cultivation of marijuana or delivery of illegal drugs.

The above are just a few examples of what leadership means to the South Carolina Military Department above and beyond its primary federal mission. **This agency is proof of that citizenship with 10,745 Army and Air Guard men and women selflessly and proudly serving their State and Nation at home and abroad.**

**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 17th 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 2007, the Executive Council revisited the agency's strategic plan and the agency's goals. Since the National Guard's transformation from a strategic reserve force to an operational force created significant impacts in the buildings and infrastructure, the Council determined that a new scenario-based strategic planning instrument was needed.**

**In a partnership with Clemson University's Institute for Economic and Community Development, the South Carolina National Guard took a bold next step in the evolution of the strategic planning process.**

**The objective was the development of a state-of-the-art integrated planning instrument that enables the agency on an on-going basis to forecast impacts and outcomes of various strategic planning scenarios for the Army and Air Guard as well as State Operations. The model will at a minimum consider economic, educational and population demographics and force structure trends at the local and state levels.**

**This model will also provide sophisticated and prospective metrics to assist senior leadership in its planning for future force structure as well as providing increased visibility on issues impacting the sustainability of such force structure. It will also leverage existing technology employed by the agency such as its GIS systems.**

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 have 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 measures are the agency's tools in determining how successful it is in achieving its goals and accomplishing the mission set forth in the strategic plan.

## STRATEGIC PLANNING

<b>Program Number and Title</b>	<b>Supported Agency Strategic Planning Goal/Objective</b>	<b>Related FY 13-14 Key Agency Action Plan/Initiative(s)</b>	<b>Key Cross References for Performance Measures*</b>
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	Graphs 2.1-4  Thru  2.1-7
VI. Army Contract Support	Impacts four agency goals: Safety, Personnel Readiness, Training Readiness and Quality of Life	Support Army Guard initiatives in armory support, environmental, security, recruitment, training, telecommunications and youth programs	Graphs 2.1-19  Thru  2.1-22
IX. Emergency Management Division	Impacts five agency goals: Safety, Personnel Readiness, Training Readiness, Support of State and Federal Missions and Quality of Life	Streamline operations and increase interaction with other state and federal during times of emergencies. Ensure funding to provide State match to enhance the "Emergency Management Program"	Graphs 2.1-13  Thru  2.1-16
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 2.1-23

**\* 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.**

## 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: Organizational Profile. 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.

- 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.
- EMD 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.
- EMD's Public Information Phone System (PIPS) continues its automation upgrade with software enhancements. This year the program has added the SC State Guard to its list of trained operators as well as partnering with SC United Way and its 211 program to act as system back-up.
- 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.
- Eleven 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.

**It is noteworthy that the agency's Executive Council has entered into a partnership with Clemson's Institute for Economic and Community Development in the evolution of the strategic planning process. The implementation of a scenario-based strategic planning instrument will greatly assist the Executive Council in making decisions as the Army Guard transitions from a strategic reserve force to an operational support. Sophisticated metrics will assist leadership in its planning for future force structure based on economic, education and population demographics.**

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 by EMD 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.
- EMD coordinates the disaster planning process with key emergency-related state agencies and volunteer organization to ensure a successful response to disasters. The planning process continues with the update and publishing of the State Emergency Operations Plan that sets the guidelines for disaster response and recovery for state and local officials. As part of the strategy development, EMD conducts annual procedural reviews and SOP certifications.
- EMD published the Basic Plan to the Catastrophic Incident Response Plan (SCCIRP). This plan provides the state planning guidance for Operational Areas; Catastrophic Resources needed during a disaster; Evacuation Assistance Centers; Mass Transportation Evacuation; Air Branch Operations; and the fifteen National Incident Planning Scenarios that can affect South Carolina.

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 1,876 federal technicians and Army and Air Guard Reserve (AGR) personnel **(100% federally funded with annual payroll of more than \$160,300,988 and 424 state employees who are FTEs, grant/agreement positions (grant/agreement positions are 100% federally funded))** and temporary staff. This staff operates from the Columbia headquarters on National Guard Road, 71 armories throughout the state, two Army National Guard training sites and one Joint National Guard Base. **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 \$64,000,000 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 nine 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 among the driving forces 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, management skills, labor law issues 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 two fiscal years ago, 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 day, 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 internal network speed upgrade from a 100MB/sec to a 1GB/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 resource 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.

In its continuing efforts to improve the quality of service and efficiency, the agency's state human resources office has initiated several new management tools: Succession Planning for Management Report, Employee Retention Report, Employee Group Supervisors and staff development programs to include supervisors and respective staffs.

This agency's state human resources office was one of the first to go online with "E-Verify" well in advance of the January 2009 deadline. This mandate by the South Carolina Illegal Immigration Reform Act requires agencies to verify the eligibility of new employees to work in the United States. Additionally, the agency utilizes SLED's sex offender inquiry.

**Most recently, the State Human Resources Office researched and implemented a cellular phone policy establishing the guidelines for the issuance and usage of agency cell phones along with monitoring an individual's usage. This policy enhanced employee safety, limited agency liability and helped manage telecommunication costs.**

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, and 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 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:

EMD 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, EMD 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

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



Other EMD 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 state and federal requirements.

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 EMD 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 day, 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 upgraded the McCrady Training Center's network sharing file and printing availability during times of internet loss by installing a surplus Dell server obtained at no cost. This was completed without downtime during normal duty hours. In addition, the virtual network was improved between Clarks Hill Training Site and the Marchant Complex by upgrading to a hardware VPN solution using surplus equipment.**

CFMO utilizes a 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.

**As part of process management, the agency has initiated a new approach to its strategic planning process: the development and implementation of a scenario-based instrument to assist leadership in making decisions on force structure mandated by the Army Guard's transition from a strategic reserve force to an operational force. A detailed explanation of this instrument and the agency's partnership with Clemson's Institute for Economic and Community Development can be found in the "Strategic Planning" section in this report.**

**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**

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:

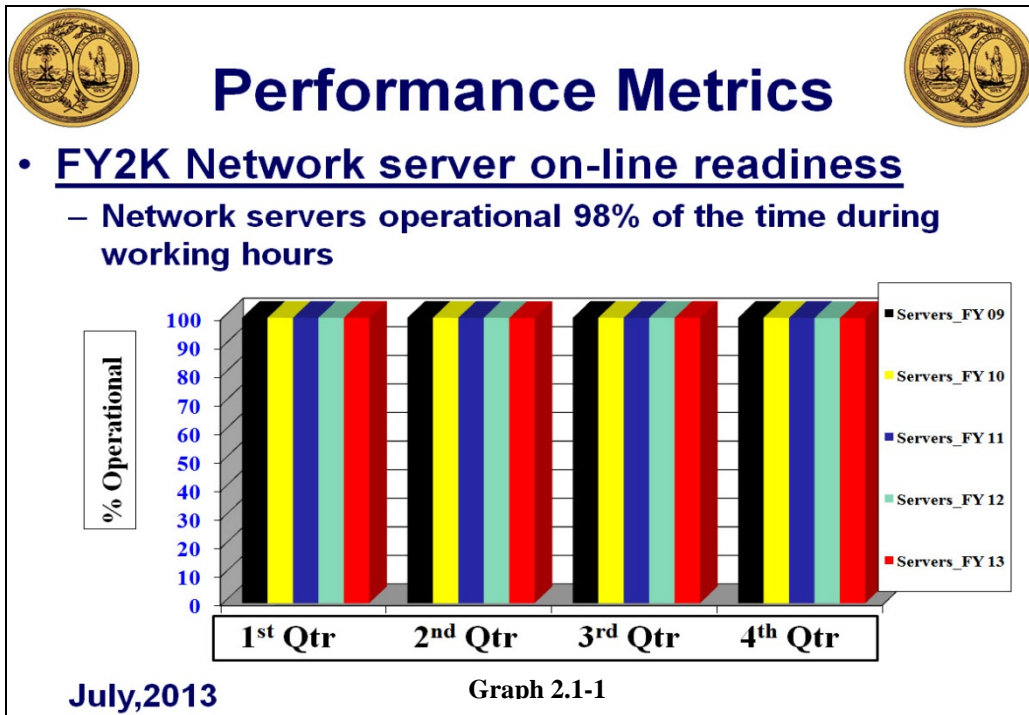
In promoting the goals of “Quality of Life” and “Strengthen Support for State and Federal Missions”, the agency has developed a website to provide customers with information concerning the South Carolina Army and Air Guard, the Youth ChalleNGe Academies, the South Carolina State Guard, the Emergency Management Division, StarBase and State Operations. The website also supplies valuable information on Family Readiness matters relating to the spouses of deployed military personnel.

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. The current average age of workstations is still over a year above the goal of three years and the primary IBM servers are five years old at the end of warranty. 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.

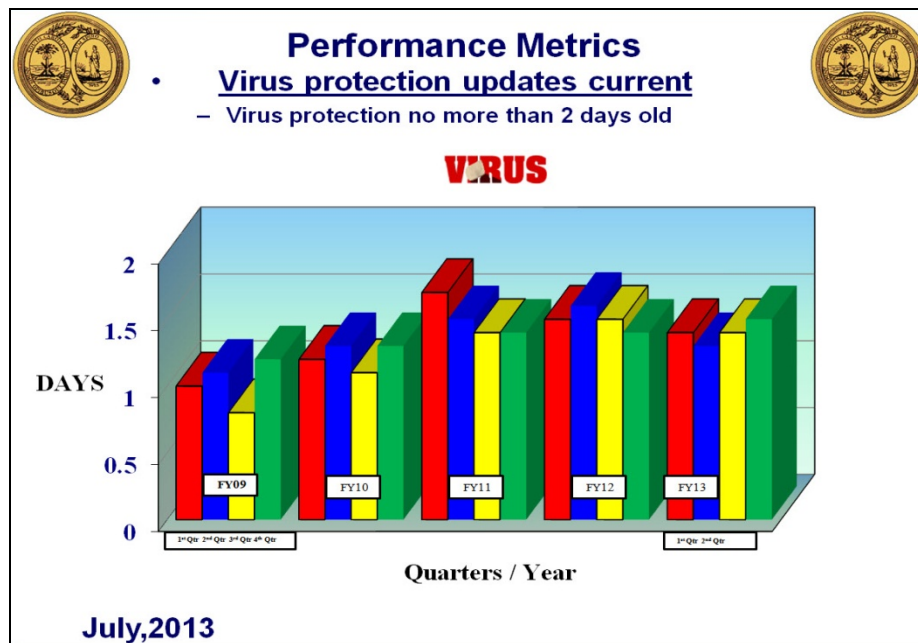
The following graphs indicate three areas of extreme importance to operations: server on-line readiness, virus protection and server back-up. **These three indicators provide information that allows the agency to determine if it is successful in providing exceptional service to its customers.**

## Network Server Online Readiness



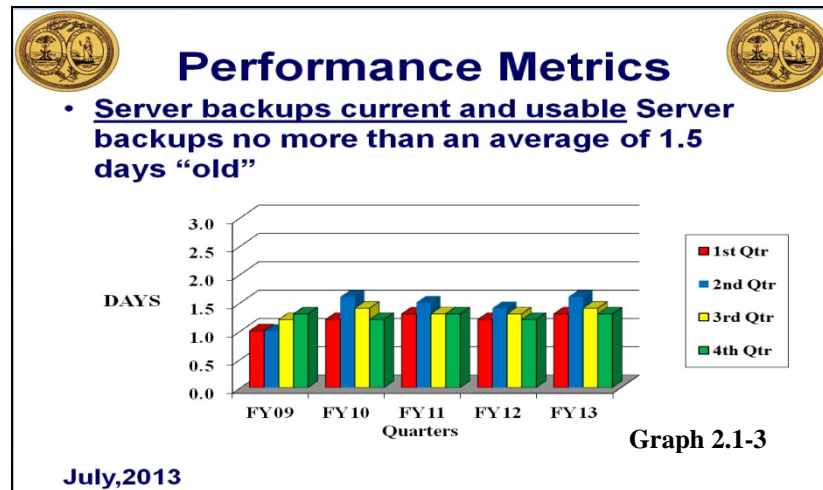
In the above graph, the goal of server on-line readiness for FY 12-13 was 98%. The result achieved was nearly 100%.

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



In the above graph, the goal of virus protection updates was no more than one-and-a-half days for the fiscal year. The result achieved was a one and one third day virus update age.

### Server Backups Current and Usable Server backups no more than an average of 1.5 days “old”



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 one and a third day average.

The facilities management office continues to manage energy consumption and work towards overall reductions in this area. Be that as it may, this agency’s energy consumption increased 8% over FY 2011-2012 while utility cost increased approximately 7.6%. This increase in cost reflects an increase in utility rates over the past year and the increased OPTEMP for supporting the Overseas Contingency Operations and CCMRF missions, along with the addition of the Charleston and Anderson Readiness Centers. See Energy Trends, Graph 2.1-5.

The budget and finance division of State Operations charts and trends several key performance indicators.

**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: The charts begin at the start of the new SCEIS accounting system.**

## CONSTRUCTION AND FACILITIES MANAGEMENT OFFICE

The South Carolina Army National Guard (SCARNG) Construction and Facilities Management Office (CFMO) maintains both state and federal properties in support of the South Carolina Army National Guard's dual federal and state mission requirements and the South Carolina Emergency Management Division (SCEMD) facility requirements. The CFMO maintains over 17,470 acres, over 2.4 million square-yards of concrete and pavement, and over 3.5 million square feet of facility space, constituting 71 Readiness Centers (6 federally-owned, 65 state-owned), 12 Field Maintenance Shops (FMS), two Combined Support Maintenance Shops (CSMS), one Unit Training Equipment Site (UTES), two Army Aviation Support Facilities (AASF), one United States Property and Fiscal Office, one Joint Armed Forces Reserve Center, four Training Sites and one Training Center (McCrady Training Center). McCrady Training Center is a large consolidation of facilities including life support activities, maintenance sustainment and training venues located on licensed federal property contiguous to Fort Jackson. In addition, the SCARNG maintains and mans one fixed-wing operations facility at the Columbia Metropolitan Airport servicing DOD fixed wing requirements. With new facilities scheduled to be acquired this year and in the near future, the South Carolina Military Department's real property inventory will continue to grow in square footage and capability. With these assets South Carolina's citizen Soldiers will continue to meet the state's and the nation's critical security needs.

## **MAJOR CONSTRUCTION (MILCON) PROJECTS**

The South Carolina Army National Guard Construction and Facilities Management Office (CFMO) currently has oversight for seven major military construction MILCON projects ongoing in the state with a total cost of over \$104.36 million (FIGURE 6.1-1). These facilities are designed to house operations including administrative support, aviation maintenance and aviation flight operations, tactical wheel and track maintenance support, warehouse storage, personnel medical service and Soldier mobilization readiness activities. The additional facilities will help to reduce the shortfall of over 1.5 million square feet of usable office/storage space the South Carolina Army National Guard now realizes. In addition, the development of the Multiple Unit Readiness Center (MURC) concept consolidates multiple units in a single structure versus the historic single unit armory structure throughout the state. The conversion of the new South Carolina National Guard Joint Forces Headquarters at McEntire Joint National Guard Base (JNGB) into a joint Multi Unit Readiness Center (MURC) housing nine separate units under one roof is an example of the future for the South Carolina National Guard. This new facility has both Army and Air National Guard tenants. As the demographics of the state shifts from an agricultural/textile/rural centric population to a more urban high tech industry based population the South Carolina Army National Guard is adjusting to the shift in the state's economic/industrial and population centers. In response to this shift in demographics the South Carolina Army National Guard Aviation Troop Command has under construction a new aviation maintenance facility (FIGURE 6.1-2 ) in Greenville County that will house the state's heavy lift assets (CH-47D Chinook) and its UH-72A Lakota light Utility Helicopter fleets. The relocation of these aircraft reflects the shift of unit membership and recruiting efforts to the North West corner of the state.

<b>MILCON Projects</b>	<b>Design</b>	<b>Construction</b>	<b>Construction Cost</b>	<b>CO Increase or Decrease</b>	<b># of COs</b>	<b>Delay (days)</b>	<b>Remarks</b>
1. McEntire Joint Armed Forces RC	100%	100%	\$19,515,000	\$8,316,526	6	247	Complete, Units moving in
2. Anderson RC	100%	90%	\$2,400,000	\$459,510	1	500	Under Construction
3. McEntire AASF ADD	100%	100%	\$12,240,200	\$1,325,244	2	55	Beneficial Occupancy was on 23APR13, Obtaining Furniture
4. Donaldson AASF	100%	85%	\$25,765,843	\$14,700	1	0	Under Construction, CO#2 approved by OSE
5. Allendale RC ADD	100%	20%	\$5,330,667	\$0	0	0	Under Construction
6. Greenville FMS	0%	0%	\$11,970,000	\$0	0	0	FY14, Under Design, DD1390/91 Construction Estimate
7. Greenville RC	0%	0%	\$17,023,000	\$0	0	0	FY14, Under Design, DD1390/91 Construction Estimate
8. MTC Multi-Purpose MG Range	0%	0%	N/A	\$0	0	0	FY15
9. MTC M-16 Zero Range	0%	0%	N/A	\$0	0	0	FY15
<b>TOTAL CONSTRUCTION \$104,360,690</b>							
<p style="text-align: center;">FIGURE 6.1-1 South Carolina Army National Guard Construction and Facilities' Ongoing MILCON Projects</p>							<b>Projects Status</b>
							0 - 40%
							40 - 60%
							60 - 80%
							80 - 100%



**AASF Donaldson****Construction 70% Complete****28 DEC 12**

**FIGURE 6.1-2**  
**Army Aviation Flight Support Facility**  
 (Donaldson Aviation Center, Greenville County, South Carolina)

Figure 6.1-2 shows an exterior view looking from the commercial airfield's active runway of the \$25.7 million Donaldson Army Aviation Support Facility which is scheduled for completion in September 2013. The new aviation operations and maintenance facility will house the state's CH-47 Chinook and UH-72 Lakota rotary wing aircraft fleets. Movement of these assets from the McEntire Joint National Guard Base helps with overcrowding at McEntire and disperses the state's aviation assets further from the seasonal environmentally impacted areas of the low country. In addition, the new facility will provide for an emergency operations site for the state's Emergency Management Division response responsibilities in the event state operations must relocate further from the coast. The long term plan is to construct additional facilities (see figure 6.1-3) on the Donaldson site to supplement the old Greenville Readiness Center that is located adjacent to the new Army Aviation Support Facility. The South Carolina Technology and Aviation Center (SCTAC) site at Donaldson Field has the potential to become an aviation training center of excellence over time for the National Guard and possibly active duty army aviation units. Federal funds were used for the construction of these aviation facilities with the state, through the South Carolina Technology and Aviation Center, providing the land for these new structures.



## Greenville RC

## Concept Design Renderings

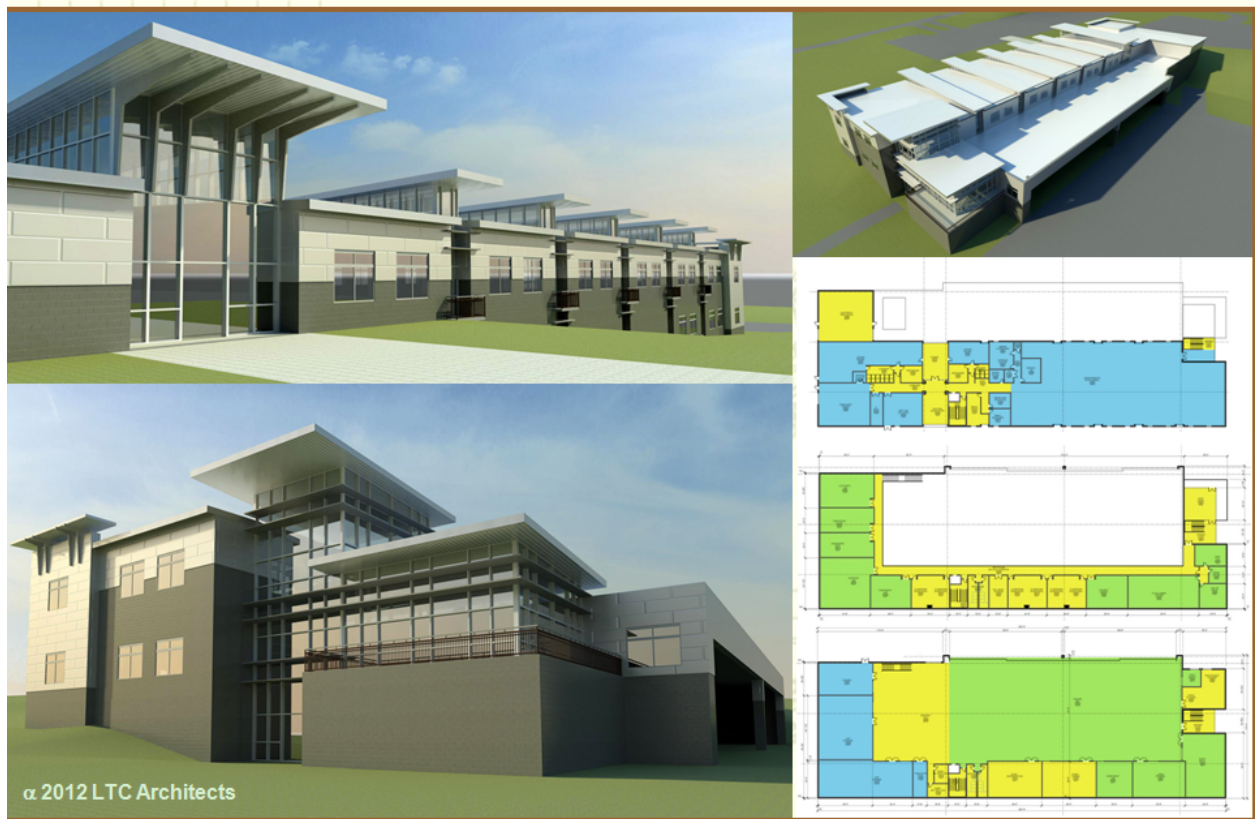


FIGURE 6.1-3  
Concept Design for Greenville Readiness Center  
(Donaldson Aviation Center, Greenville County, South Carolina)

Figures 6.1-4 (Joint Armed Forces Reserve Center) shows the new \$26 million Joint Armed Forces Reserve Center (JAFRC) just completed and occupied at the McEntire Joint National Guard Base (JNGB) Eastover, South Carolina. This one hundred and sixty-five thousand square foot facility will serve as a Multiple Unit Readiness Center (MURC) housing several independent units of the South Carolina Army National Guard and the South Carolina Air National Guard under one roof. The new facility encompasses all amenities required of a National Guard unit for day to day operations. These additions include administrative, equipment storage, weapons storage, physical fitness, dining and organizational maintenance space. In addition, the South Carolina National Guard will house their new 24,000 square foot Soldier Readiness Center (SRC) in the new building. The Soldier Readiness Center (SRC) will serve as a mobilization platform enabling the South Carolina Army National Guard to quickly and efficiently conduct Soldier Readiness Program (SRP) operations for mobilizing Soldiers at one location versus multiple sites as in the past. This facility will also provide the South Carolina Military Department a backup emergency management site in the event the current

Emergency Management Division facility is compromised by a natural or manmade event. The new Joint Armed Forces Reserve Center will have the capability to quickly transition to a state/federal emergency operation center with emergency power, communications and utilities on site. The facility is located on a military installation (McEntire Joint National Guard Base) that provides an additional level of security for the facility and personnel and the immediate availability of fixed and rotary wing aviation assets.



FIGURE 6.1-4  
Joint Armed Forces Reserve Center  
(McEntire Joint National Guard Base, Eastover, South Carolina)

Figure 6.1-5 below is a backside view of the new UH-64D Apache hanger now under construction at McEntire Joint Air National Guard Base in Eastover, South Carolina. Figure 6.1-6 is an interior view/picture of the new extension. This additional hanger construction will provide much needed maintenance and administrative space for the the South Carolina Army National Guard aviation community. The hanger will permit environmentally controlled space for 24 hour a day operations and inclement weather protection for the state's fleet of multi-million dollar AH-64D Apache Longbow attack aircraft and the state's UH-60L Blackhawk utility workhorse.

**AASF McEntire ADD/ALT**

**Construction 99% Complete**

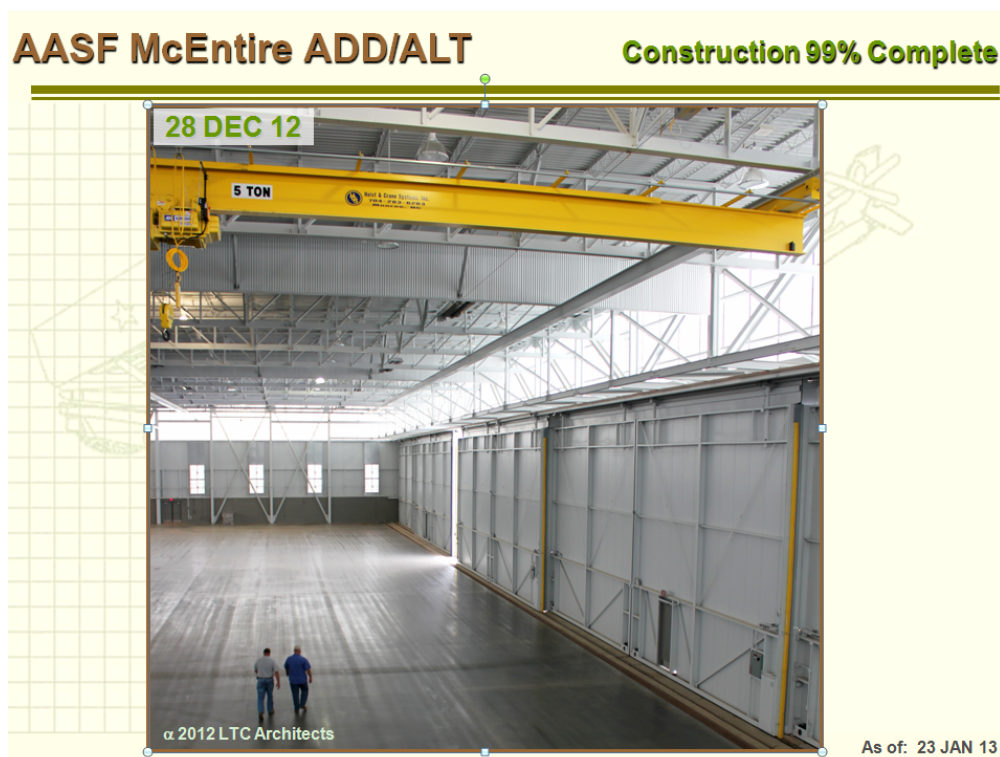
**12 DEC 12**



As of: 23 JAN 13

**FIGURE 6.1-5**  
Aviation Hanger Expansion,  
(McEntire Joint National Guard Base, Eastover, South Carolina)





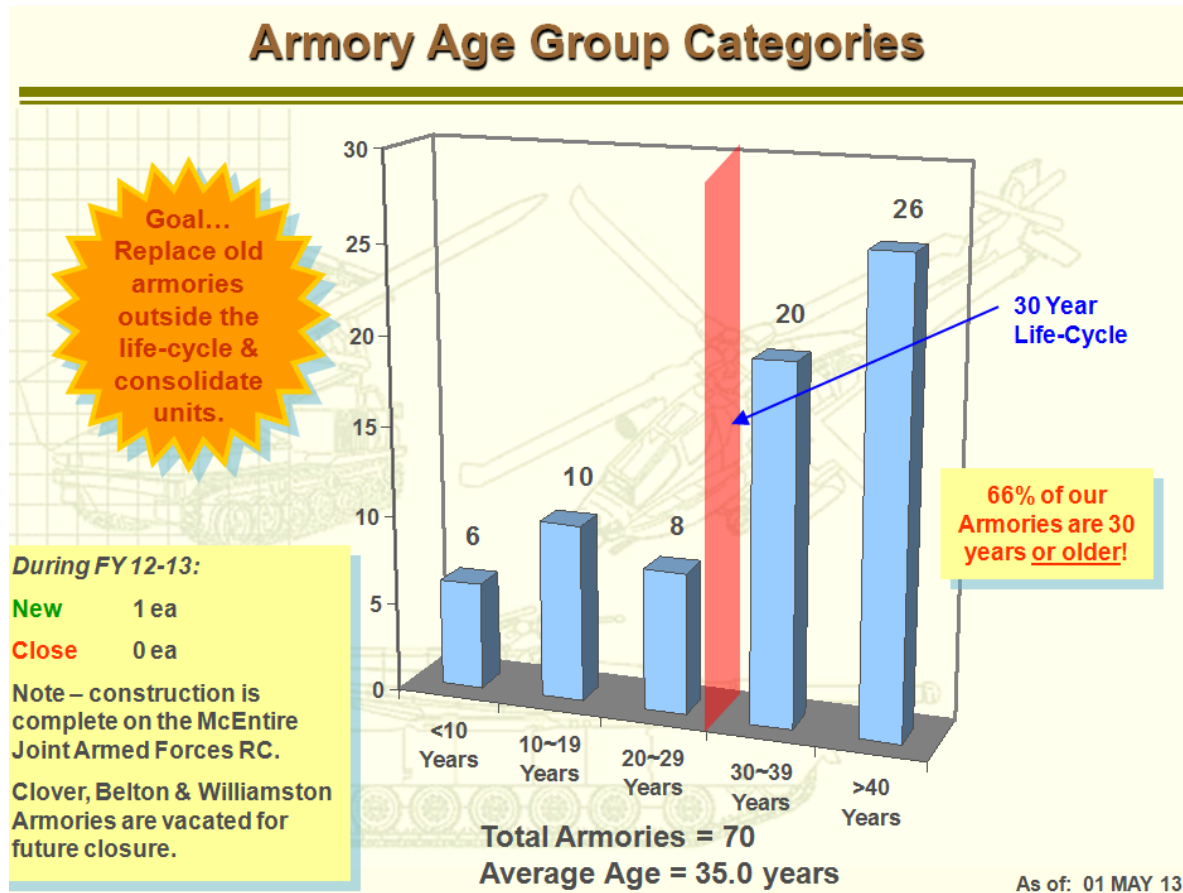
**FIGURE 6.1-6**  
**Army Aviation Hanger Expansion**  
 (McEntire Joint National Guard Base, Eastover, South Carolina)

## **MINOR CONSTRUCTION PROJECTS**

The South Carolina Army National Guard Construction and Facilities Management Office (CFMO) completed numerous significant Maintenance, Repair and Minor Construction projects during the 2013 fiscal year, with a combined budget total of over \$14,858,000. The South Carolina Army National Guard experienced a continued reduction this year as in the past in available funding for minor construction. As in FY 2011 the delay in the approval of the FY12 budget and the restriction of the continuing resolution resulted in a reduction in the number of minor construction projects the CFMO could initiate during the FY. In addition, many minor construction projects that are needed to improve the operations and function of the Military Department of South Carolina continue to be delayed and/or deferred due to fiscal constraints the state and nation experienced in 2012. The deferred maintenance list is a moving target that as of this report is stabilized at approximately \$36.5 million dollars. The CFMO staff can see a potential for the deferred maintenance costs to rise in the future because the ageing of the Department's real property inventory and the limited number of older facilities that can be withdrawn from the state's active inventory.

## **FACILITY REPLACEMENT**

The CFMO's long term goal in support of the Adjutant General's efforts to improve the condition and readiness of the South Carolina Military Department's facilities is to replace readiness centers and sustainment structures outside the 30-year Life Cycle with new facilities constructed via MILCON funds. See Figure 6.1-7 (South Carolina Army National Guard Readiness Center Age Group). The CFMO Military Construction Program supports The Adjutant's intent to consolidate units into multiple unit readiness centers (MURC) where possible to gain greater efficiencies in construction and long-term maintenance and operational costs. The older facilities are typically energy inefficient and costly to maintain. Most of these facilities do not meet current mission requirements in space, security and facility accommodations. As an example most of our older readiness centers lack sufficient hygiene and bathroom facilities to support our increasing female Soldier population. As the Army National Guard across the board assumes more Combat Support and Combat Service Support missions the gender compilation shifts away from the heavy male only makeup of the force. Facility consolidations and/or replacements are intended to address these issues, although this is certainly a long-term strategy due to MICON funding constraints. Though closings and consolidations have a positive fiscal impact, these activities reduce the presence of the Army National Guard in our communities. The results are decreased community relevance, missed recruiting opportunities, and loss of local support systems and organizations. However, during a period of constrained fiscal resources the South Carolina Army National Guard must compete with the other 53 National Guard programs across the nation that are experiencing an accumulation of over 45.1 billion in asset value that has an average age of 35 years for the readiness center inventory. For the future South Carolina will see a continued reduction in Federal funding for new facilities. The Future Years Defense Program (FYDP) for FY 2016 will see a 243% reduction compared to FY 2012 Military Construction spending for the Army National Guard directly impacting what will be available for the South Carolina Army National Guard.

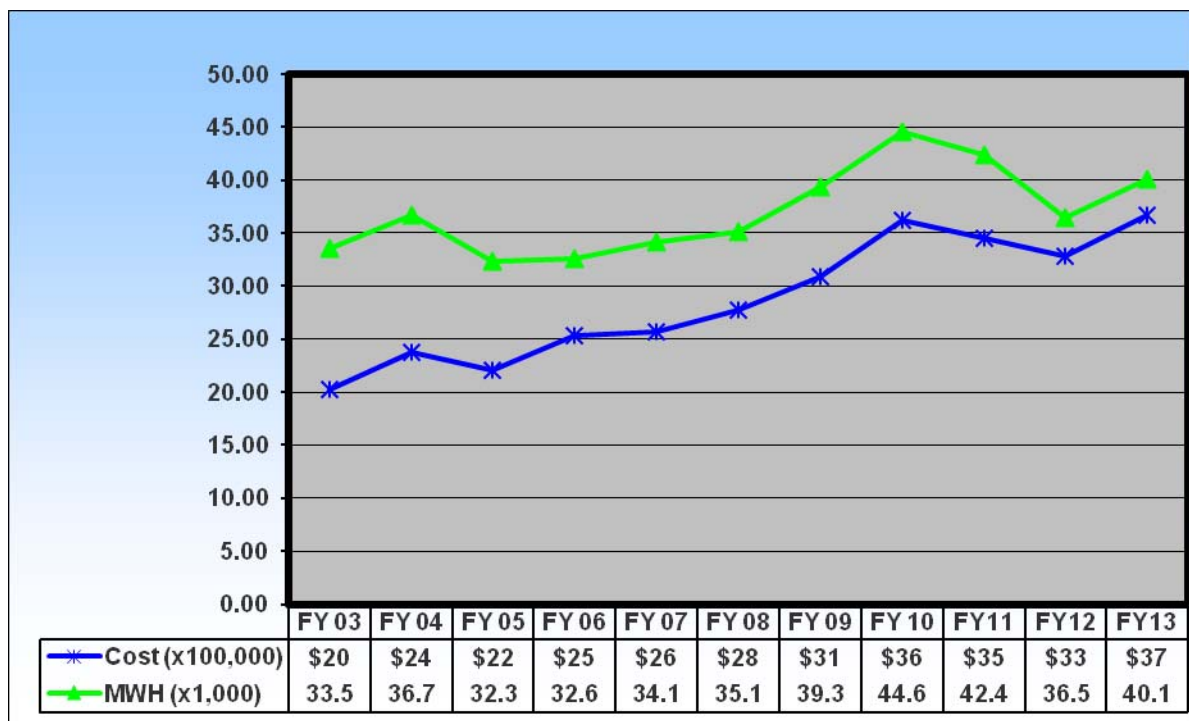


Graph 2.1-4  
 South Carolina Army National Guard Readiness Center Age Group

**GEOGRAPHIC INFORMATION SYSTEM (GIS)** The South Carolina Army National Guard Geographic Information Systems (GIS) group meets a wide range of needs within the agency for digital geographic data creation and mapping, data mining, and advanced spatial statistical modeling and analysis. GIS personnel within the Facilities Management and Environmental offices, the Joint Operations Center, and the Operations & Training directorate support our core initiatives of digital real property inventory, master planning, energy management and sustainability, environmental conservation and compliance, training support, emergency response planning, troop stationing, and equipment tracking. The GIS group contributes to the agency in a multitude of ways, including but not limited to: providing various GIS training opportunities for soldiers and staff; providing analysis like the agency's annual Economic Impact study; mapping trends in demographics to predict recruiting success; and, maintaining the real property database of record for the agency, accounting for almost 2 million additional dollars in real property assets in 2012. As a member of the South Carolina Geographic Information Council, this office works closely with other state agencies to share data, as well as with sister agency EMD, to prepare for emergencies. The SCARNG is also recognized on the national stage as one of the top five National Guard GIS programs due to our numerous innovations in military decision support.

## ENERGY MANAGEMENT PROGRAM

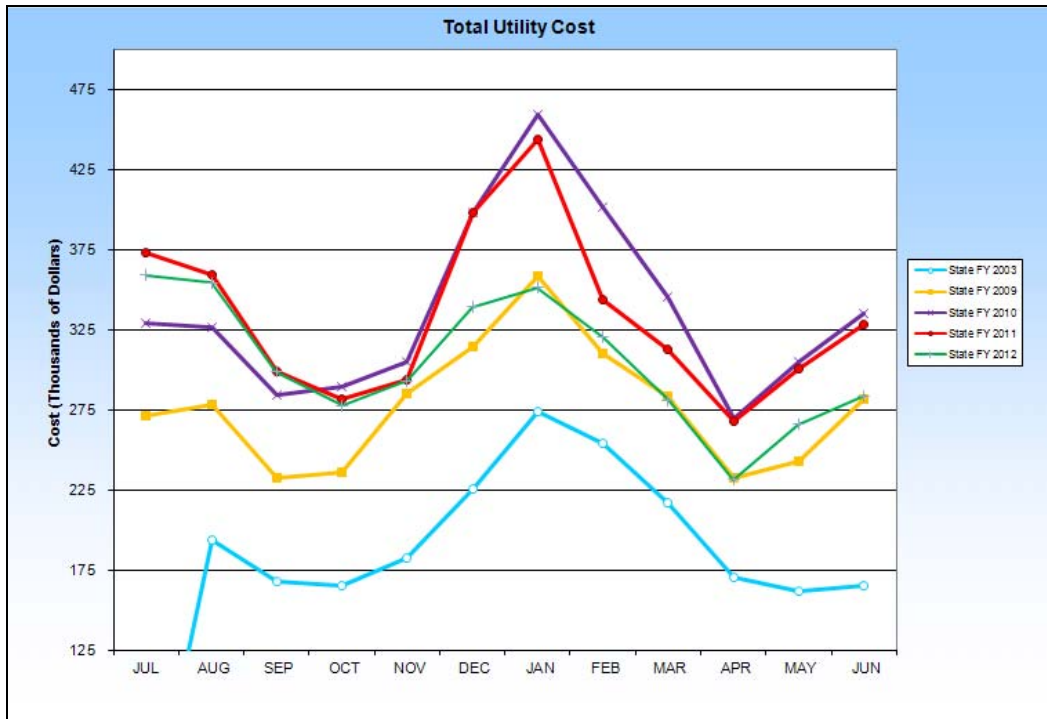
The CFMO continues to monitor energy consumption and work towards overall conservation in this area. This agency's energy consumption increased eight percent (8%) over FY 2012, while overall utility cost increased approximately seven and six-tenths percent (7.6%). The CFMO continued to execute energy efficiency projects in FY 2012 in an effort to realize utility usage and cost savings. However, we attribute the increase in utility use and cost, in part, to the opening of the 165,000 square foot McEntire joint Armed Forces Reserve Center as a multi unit readiness center, as well as a thirty-six and one-half percent (36.5%) increase in our heating requirement from the previous year, resulting in higher usage of both natural gas and electricity. See Energy Trends, graph 2.1-5.



Graph 2.1-5

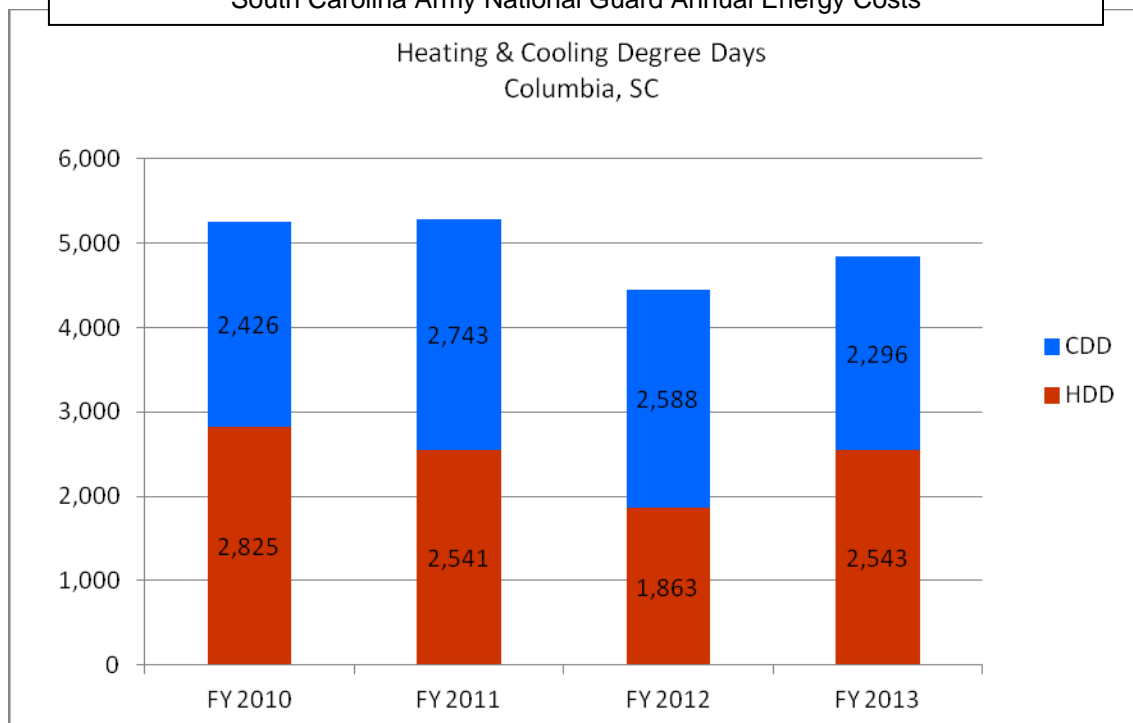
South Carolina Army National Guard Energy Consumption Trends





**Graph 2.1-6**

South Carolina Army National Guard Annual Energy Costs



**Graph 2.1-7**

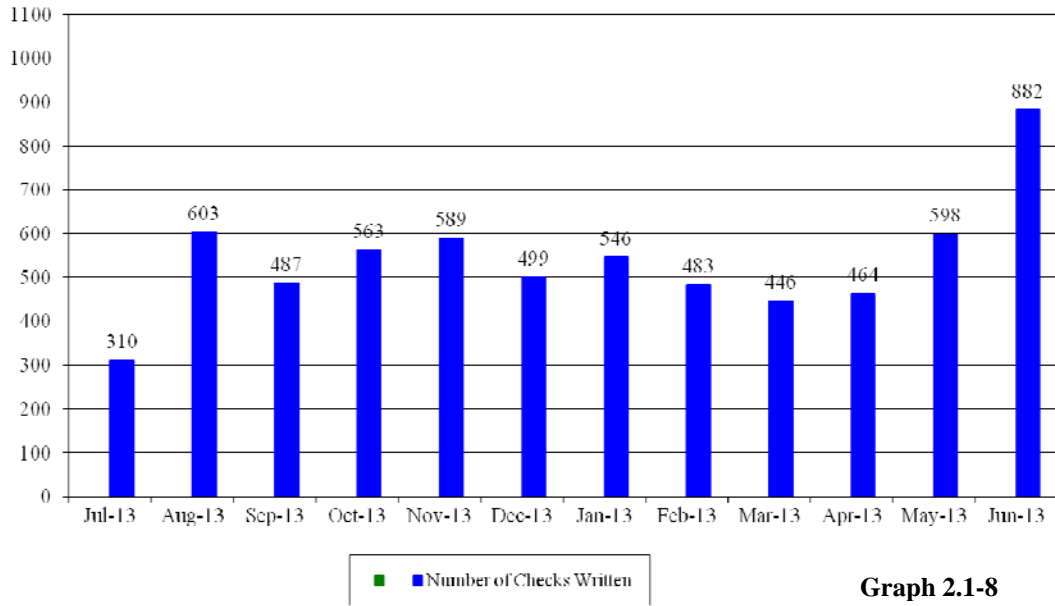
South Carolina Army National Guard Daily Heating and Cooling Day Requirements  
**ENVIRONMENTAL PROTECTION AND ENHANCEMENT PROGRAM**

The Environmental Protection and Enhancement Program of the South Carolina Army National Guard (SCARNG) continues to support the Department of Defense's vision of *maintaining the ability to operate into the future without decline – either in the mission or in the natural and manufactured systems that support it*. To meet these objectives, SCARNG proactively incorporates all facets of compliance, conservation, and environmental management into planning procedures and consistently executes an over \$2 million federal appropriated budget annually. The SCARNG maintains near perfect compliance with state and federal policies and regulations by working closely with South Carolina Department of Health and Environmental Control (SCDHEC) and internal evaluators to ensure all environmental hazards are identified, assessed, monitored, and disposed of in accordance with state and federal regulations. This was best articulated in last year's National Guard Bureau assessment of 1.25 findings per SCARNG facility compared with a national average of 1.45. The SCARNG is currently increasing efficiency in the following areas: implementing a statewide joint recycling program by 2020 to increase volume of recycled materials by 30 percent, while providing valuable military training to transportation units and decreasing operating costs; exploring innovative methods to reduce facility use of fossil fuels by 30 percent by 2015 and 37.5 percent by 2020; utilizing Geospatial Information Systems (GIS) to conduct quality data collection and analysis to identify areas for improvement.

The budget and finance division of State Operations charts and trends several key performance indicators. These include the number of invoices 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:**

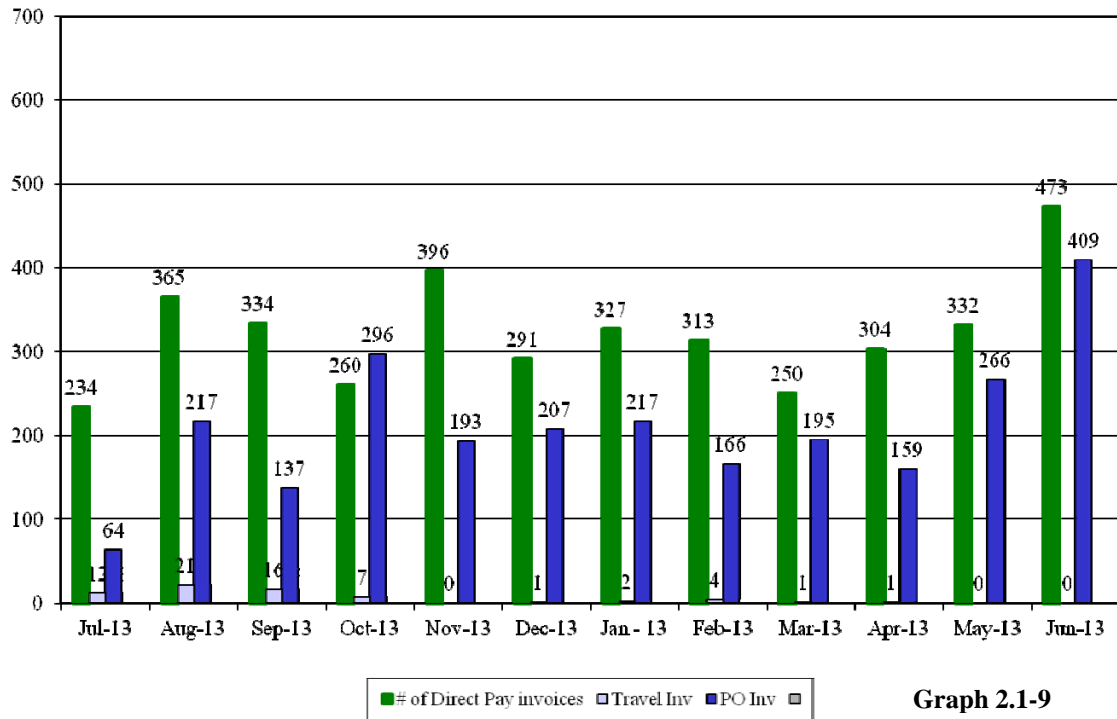
## Number of Checks Written



Graph 2.1-8

AS OF JUN SFY 13

## # of Direct Pay Inv, Travel Inv, PO Inv



Graph 2.1-9

AS OF JUN SFY 13

## Annual State Budget by Funded Program Including Earmarked Armory Funds

FUNDED PROGRAM	Period													
	1	2	3	4	5	6	7	8	9	10	11	12	13	Grand Total
ADMINISTRATION	74,487	124,067	56,832	82,445	105,325	42,410	84,351	76,688	83,016	75,485	119,021	46,507	5	970,639
ARMORY OPERATIONS	98,693	307,322	66,570	276,895	109,368	157,210	178,569	105,428	132,134	189,334	146,872	113,100	(66,965)	1,814,530
ARMY CONTRACT SUPP	3,656	7,211	4,825	8,556	11,445	9,785	12,495	14,536	17,624	(95,034)	13,557	52,015	67,105	127,776
BUILDINGS & GROUNDS	11,969	28,370	11,502	16,879	23,434	9,659	16,746	16,170	16,047	16,338	22,889	14,458	-	204,462
BURIAL FLAGS				769						769	333			1,871
CIVIL AIR PATROL		5,000												5,000
E24 Armory Maint										105,015		(33,355)	(66,988)	4,673
EMERGENCY PREPARED	70,870	119,883	52,923	84,117	103,281	49,637	83,304	87,605	132,958	98,324	160,870	322,335	(2)	1,366,106
ENTERPRISE OPERATION					(179)	179								-
FUNERAL CAISSON		7,027	5,280	24,004	4,874	4,983	5,199	4,873	4,874	5,390	6,083	9,819	21	82,429
MCENTIRE ANG BASE	21,536	38,899	21,615	26,515	29,367	20,193	33,345	22,445	26,353	26,595	30,912	24,356		322,131
MILITARY PERSONNEL														
STATE EMPLOYER CONTR	45,542	284,325	(28,066)	59,193	67,737	22,832	129,757	24,811	(48,558)	48,519	(39,613)	23,094		589,573
STATE GUARD	7,055	15,565	6,252	13,961	13,770	7,343	9,201	9,132	9,068	8,475	12,998	25,866	-	138,686
STATEWIDE CF APPRO														
STATEWIDE PAY PLAN														
Grand Total	333,809	937,669	197,734	593,332	468,421	324,231	552,967	361,690	373,515	479,211	473,924	598,195	(66,824)	5,627,875

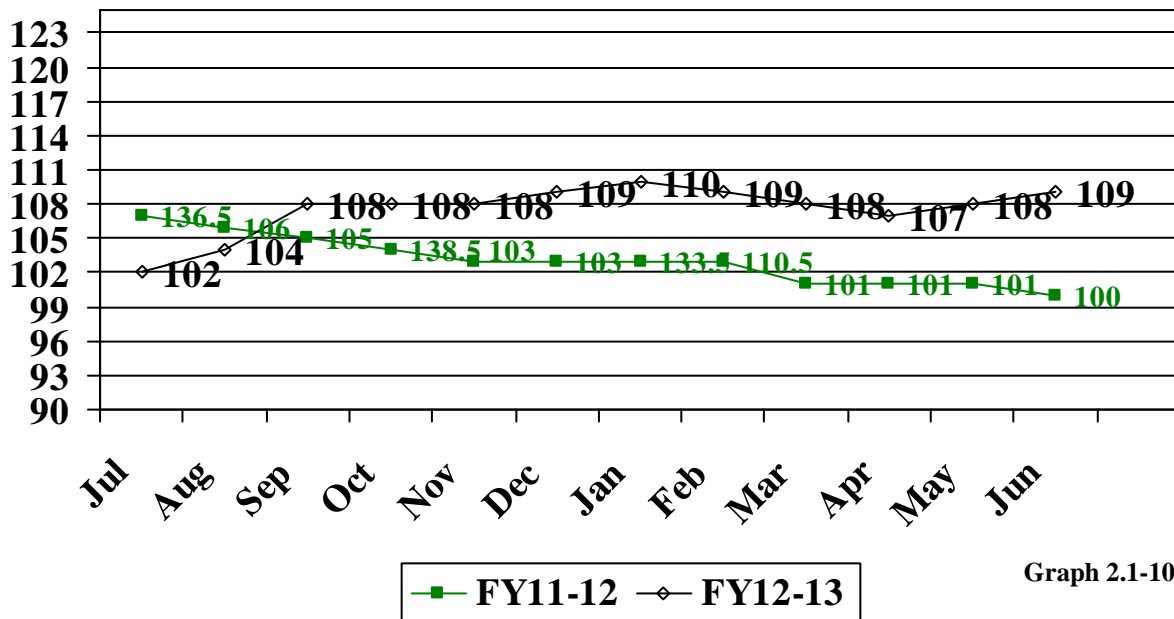
Chart 4.1-1

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

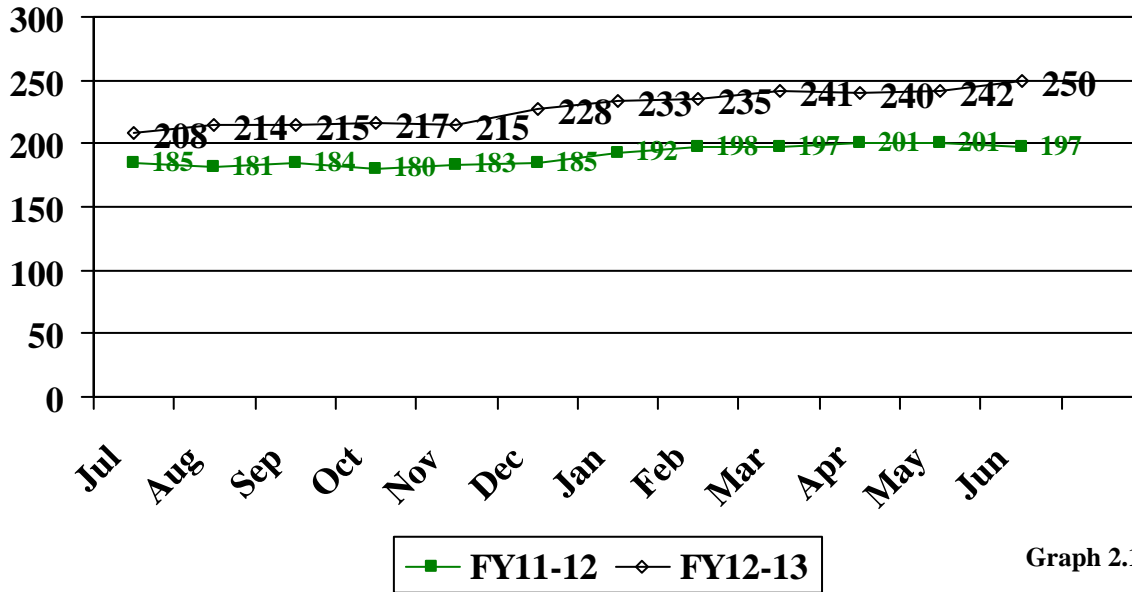
Just as information management, energy conservation and the processing of vouchers are important, so, too, is the management of the agency's workforce.

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, 2013, a total of 109 FTEs were assigned.**

**Filled FTEs**

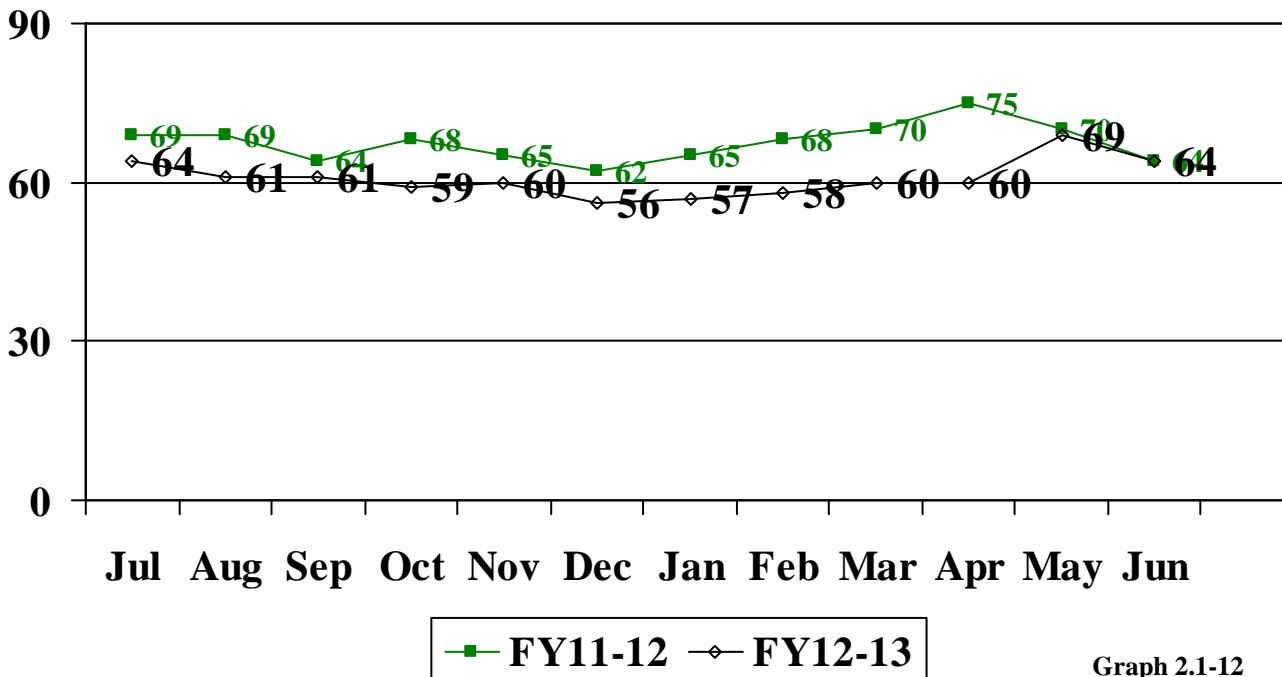


### Filled Agreement Employees



Graph 2.1-11

### Filled Temporary Employees



Graph 2.1-12



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

### **1. Achievements**

- SCEMD conducted a complete revision and update of the State Emergency Operations Plan focused on streamlining the document and procedural processes, and eliminating redundancy. The process was conducted with the cooperation, participation and input of all State lead agencies and several key non-governmental agencies. Further, SCEMD conducted annual procedural reviews and SOP certifications with these same agencies and organizations.
- SCEMD revised and updated the SC Earthquake Plan to include new geological hazards information and updated earthquake history and fault structures derived from the 2012 joint study by SC DNR Geological Survey and SCEMD.
- In an effort to raise earthquake awareness and to enhance the State's preparedness, SCEMD prepared and published the first ever, South Carolina Earthquake Guide. The Guide was well received both statewide and nationally, and was awarded the National Association of Government Communicators' "Blue Pencil and Gold Screen Award".
- The State of South Carolina observed the SC Earthquake Awareness Week (14-20 October 2012) in conjunction with the 1<sup>st</sup> Great Southeast Shakeout which was an earthquake awareness event coordinated by SCEMD with participation by a total of six of the southeastern US states. A total of 312,805 South Carolinians participated in the event and over 1.8 million people participated regionally.
- SCEMD continued to refine and enhance the Public Information Phone System (PIPS) by revising and updating the operating procedures and SOPs. During this past year, SCEMD conducted 10 training sessions which provided new and refresher training to over 150 volunteers. To provide the volunteers with realistic training opportunities, SCEMD successfully utilized the equipment and personnel as a simulation center during the State Full Scale Exercise.
- SCEMD conducted a complete revision and update of the South Carolina Hurricane Plan focused on streamlining the document and procedural processes, and eliminating redundancy. The update included the elimination of separate and repetitive Conglomerate Annexes, updating the Emergency Sheltering Plan and shelter listing, and inclusion and updating of the Evacuation Fueling and Refueling Plan. The process was conducted with the cooperation, participation and input from key State lead agencies, affected counties and several key non-governmental agencies.
- In coordination with FEMA, the U.S. Army Corps of Engineers and the National Hurricane Center, SCEMD completed and integrated the findings of the 2011 Hurricane Evacuation Study into the South Carolina Hurricane Plan. This resulted in new evacuation zones in the affected counties as well as revisions of the evacuation timelines.

- In coordination with the Interagency Coordinating Committee, SCEMD conducted a complete revision and update of the SC Hazard Mitigation Plan to remove redundancy, integrate improved risk analysis methodologies, and update the State's mitigation strategy and actions. The final plan will go to FEMA for approval in July 2013 and be officially distributed in October 2013.
- SCEMD developed, coordinated, and/or participated in 56 exercises involving 1,532 personnel during the year (These numbers are not included in the training numbers reported elsewhere). SCEMD conducted a one-day, full scale exercise simulating a train derailment in Laurens County creating a very large hazardous materials spill testing the State's response and recovery capabilities. The exercise included 1 Federal, 15 State and 1 local agency, and 4 non-government volunteer agencies.
- The SC Operational Radiological Emergency Response Plan underwent an extensive revision in 2012 to align with changes in the new FEMA REP Manual. It was distributed to State agencies, local jurisdictions, and nuclear facilities in December 2012.
- In May, SCEMD successfully planned, coordinated, and executed the first FEMA evaluated hostile action based (HAB) radiological emergency preparedness (REP) exercise in SC. This was only the second HAB exercise in the nation and involved the HB Robinson Nuclear Plant, the surrounding counties, and numerous state agencies.
- The State Recovery Task Force met quarterly to address new and emerging recovery doctrine. The State Disaster Housing Task Force met monthly to finalize publication of the State Disaster Housing Plan which was completed in June 2013. The 'Day of Recovery' workshop was conducted to train and educate State, local and non-governmental organizations on the latest recovery priorities.

## **2. Barriers to Success**

- THE STATE OF SOUTH CAROLINA DOES NOT HAVE AN EMERGENCY MANAGEMENT TRUST FUND. AN EMERGENCY MANAGEMENT TRUST FUND, ALREADY IMPLEMENTED IN SEVERAL OTHER STATES, IS AN EFFECTIVE METHOD TO HELP ALLEVIATE SOME OF THE PROBLEMS OUR CITIZENS FACE WHEN THEY SUFFER LOSSES FROM EVENTS NOT QUALIFIED FOR A PRESIDENTIAL DECLARATION. FURTHER, PORTIONS OF THE TRUST FUND COULD BE USED TO PROVIDE THE STATE OR LOCAL SHARE UPON RECEIPT OF FEDERALLY DECLARED DISASTERS, AND TO ENHANCE STATE, COUNTY AND LOCAL PROGRAMS THAT WOULD YIELD HUGE DIVIDENDS IN DISASTER PREPAREDNESS AND RESPONSE OPERATIONS STATEWIDE.
- SCEMD is losing qualified, trained personnel to other State agencies, counties, and the private sector due to our inability to match salaries offered for the same work.

### **Category 1 – Leadership**

- SCEMD's director and staff have been key players in the development of the SC Homeland Security structure, to include membership on the SC Homeland Security Advisory Council.
- The SCEMD Director is a member of the National Emergency Management Association (NEMA) which represents all states, and focuses on surfacing and resolving issues impacting States' abilities to prepare for impacts from all-hazard and terrorist events.
- SCEMD staff provides essential leadership for the State Emergency Response Team during emergency activations and exercises which includes over 150 federal and State government personnel and volunteers.
- SCEMD coordinated and conducted the annual SERT and Governor's-level tabletop exercise of the Hurricane Plan. The exercise tested and validated the current plan in preparation for the 2013 hurricane season. The Directors and representatives of all key State Agencies as well as representatives of key non-governmental organizations and counties participated in the event.
- SCEMD coordinated and conducted the first ever, Governor's Earthquake Tabletop Exercise. The event was focused on clarifying and verifying the key gubernatorial-level decisions required during an earthquake event. The Directors and representatives of all key State Agencies as well as representatives of key non-governmental organizations and counties participated in the event.
- SCEMD continues development of a statewide Common Operating Picture. The system consists of both hardware and software in multiple county EOCs with a view towards regionalization.

### **Category 2-Strategic Planning**

- SCEMD revised and published its Strategic Plan in 2013. This document defines the mission and vision of the Division and highlights SCEMD's goals over five years.

### **Category 3 -- Customer Focus**

- In December 2012, SCEMD conducted a survey of county emergency management agencies and state agencies involved in the emergency management process and asked respondents to rate SCEMD's effectiveness in a variety of areas. Overall, there was a

high level of satisfaction with SCEMD's service and respondents generally indicated that services received were either effective or highly effective.

- SCEMD's Regional Emergency Management (REM) staff help export project initiatives, provide hands-on technical assistance, trouble shoot and problem-solve, promote and implement new programs and respond during emergencies.

#### **Category 4 -- Measurement, Analysis and Knowledge Management**

- SCEMD develops an annual work plan that defines priorities, milestones and end products within 18 separate emergency management functions in its application for the Emergency Management Performance Grant (EMPG) through FEMA. This grant allows SCEMD to structure programs based on identified needs and priorities in the event of an emergency. Of this grant, 50% of the funding is passed to County Emergency Management Programs.
- Under the SCEMD's Joint Assessment Program all SC counties are assessed over a three-year period in twenty Emergency Management Functional areas and the data is used to identify areas needing improvement. The evaluation criteria include activities associated with the national Emergency Management Accreditation Program.
- SCEMD coordinated/presented 62 training events, to include collecting and analyzing course critiques, for 1,203 personnel. The average course rating was 4.53 (on a scale of 1-5 with 5 being the highest). During FY13, South Carolina personnel completed 30,716 independent study courses offered by FEMA's Emergency Management Institute (EMI) and 82 individuals attended training at EMI.

#### **Category 5 -- Workforce Focus**

- SCEMD conducted monthly in-house training for all employees.
- The Division developed and implemented baseline formal training requirements for all employees. Personnel attended professional training courses and seminars for proficiency and personal skill in job assignment.
- SCEMD and the South Carolina Emergency Management Association jointly administered the South Carolina Certified Emergency Manager (SC CEM) program.

#### **Category 6 -- Process Management**

- SCEMD coordinated and monitored shipment notifications for 24 radioactive source shipments and 11 U.S. Department of Energy Spent Nuclear Fuel shipments through the State Warning Point and use of the TRANSCOM automated tracking system.
- SCEMD managed and disbursed State and federal funds for five ongoing major disaster declarations: Winter Storm 2004, Hurricane Charley, and Tropical Storm Gaston, Winter Storm 2005 and Highway 31 Fire (Horry) 2009. Disbursement of State and Federal funds have been completed for Tropical Storm Gaston 2004, Winter Storm 2005, and Highway 31 Fire 2009.
- The State Emergency Operations Center (SEOC) was activated 7 days at OPCON 4 or greater in response to emergency situations. In September 2012 the SEOC was activated in support of the joint NC/SC liaison team monitoring the Democratic National Convention. In June 2013 the SEOC activated for two days in response to Tropical Storm Andrea.

**Category 7 - Results**

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

Cost:

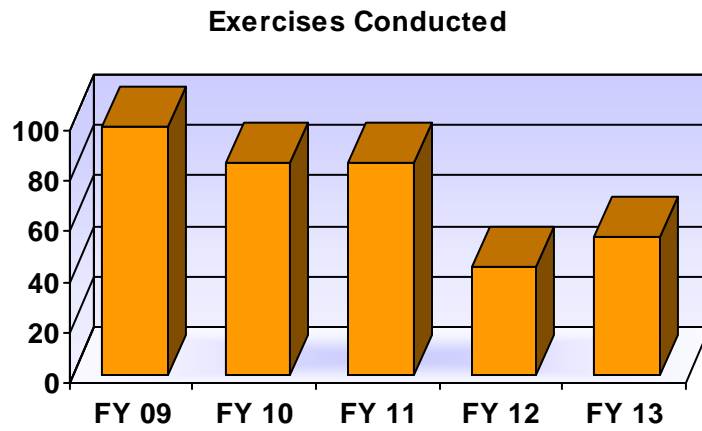
State:	\$ 1,690,949.30	\$ 38,285.00
Earmarked:	\$ 1,667,350.40	\$ 926,979.38
Federal:	\$ 2,448,595.37	<u>\$ 4,247,995.32</u>
Total:	\$ 3,358,299.70	\$ 5,213,259.70

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 developed, coordinated, and participated in 56 exercises involving 1,532 personnel during the past year:
  - Conducted a one-day Full-Scale Exercise to validate the State's Emergency Operations Plan and Hazardous Materials Incident Annex, policies and procedures. Over 110 personnel from State, federal, county, and volunteer organizations participated in the exercise.
  - Conducted 3 federally-evaluated Fixed Nuclear Facility exercise with no deficiencies noted.
  - Completed 3 federally-evaluated Medical Services drills involving local EMS and hospital emergency room response to a radiological accident.
  - Completed 7 federally-evaluated exercises involving Federal Energy Regulatory Commission (and Bureau of Reclamation) dams with no deficiencies noted.



Graph 2.1-13



## Category 7 – Results

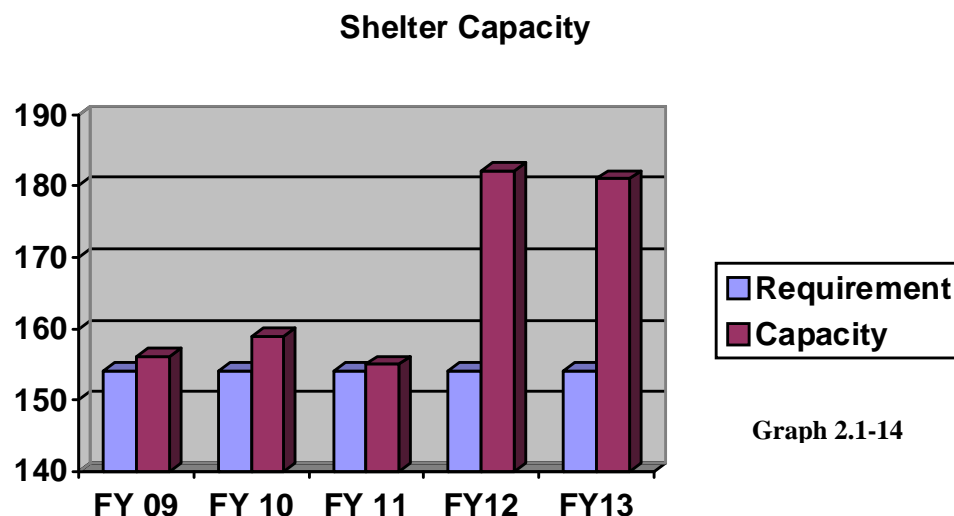
Name: **South Carolina Emergency Management Division (SCEMD) Plans, Training and Operations – Part Two**

Goal: Enhance the State's capability to respond to and recover from a disaster, and reduce human suffering.

Objective: Improve the State's capability to respond to hurricanes.

### Key Results:

- SCEMD and the affected counties and agencies established two new working groups to focus on operational details and plan enhancement for the State Mass Transportation Plan, and development of a synchronized and coordinated Re-Entry Plan.
- Traffic management was enhanced for the 2013 hurricane season by the development and inclusion of detailed Incident Action Plans (IAP) for each of the nearly 800 Traffic Control Points throughout the State. The IAPs were developed in coordination with SCDPS, SCDOT, affected counties and law enforcement agencies
- The 2011 SC Hurricane Evacuation Study is completed, and confirmed data is incorporated into the annual plan update.
- State shelter capacity remains a focus, with a scalable system enacted for this year's plan to maximize available resources tailored to demand. SCEMD coordinated with the 46 counties, DSS, American Red Cross and DHEC to ensure adequate capacity is available in the event of an evacuation. As of the start of the 2013 hurricane season, SC has 280 Red Cross designated hurricane shelters with the capacity of 181,000 people.



### Category 7 – Results

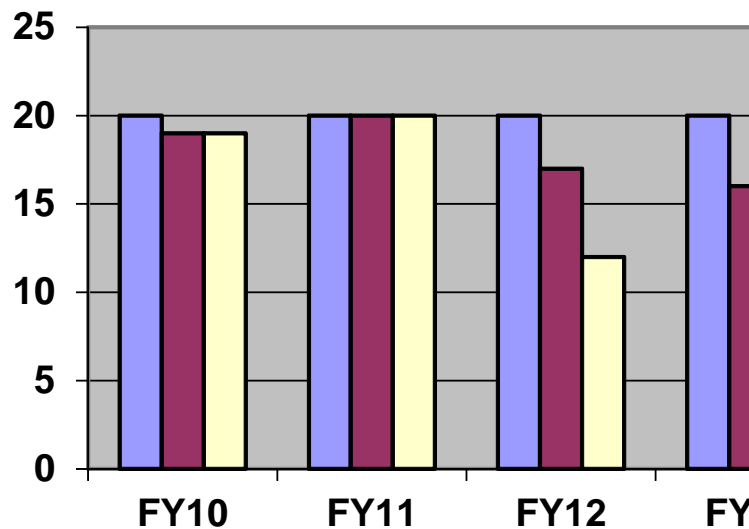
**Name:** South Carolina Emergency Management Division (SCEMD) Plans, Training, and Operations – Part Three

**Goal:** Enhance the State’s capability to respond to and recover from a disaster, and reduce human suffering.

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

#### Key Results:

- In an effort to provide the most current, timely and updated information to the end-user, SCEMD is publishing all plans electronically to the world-wide-web. SCEMD distributed only a limited number of hard-copy Emergency Operations Plans.
- The SC Emergency Operations Plan was revised and updated with input from numerous State agencies and volunteer organizations.
- SCEMD conducted 20 workshops to enhance the quality of inputs from State agencies and volunteer organizations.
- Sixteen Emergency Support Functions (ESF) reviewed and updated their Standard Operating Procedures during this reporting period.



Graph 2.15

## Category 7 – Results

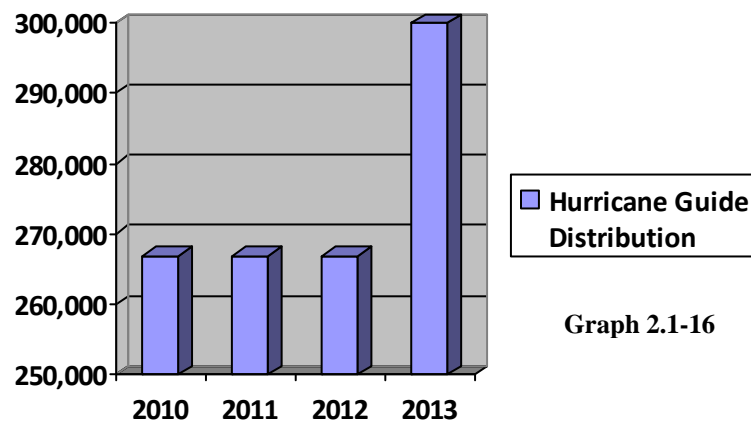
**Name:** South Carolina Emergency Management Division (SCEMD) Citizen Education and Public Information

**Goal:** Reduce human suffering and enhance the State's capability to respond to and recover from all disasters.

**Objective:** Improve citizen disaster preparedness through education.

### Key Results:

- For the 14<sup>th</sup> consecutive year, SCEMD published and distributed the official South Carolina Hurricane Guide which advises the public regarding actions to be taken before, during and after hurricanes and includes special needs information.



- SCEMD received a national first-place award from the National Association of Government Communicators for its South Carolina Earthquake Guide.
- The Division unveiled a completely redesigned web site, which simplifies public access to emergency information.
- To increase public awareness, SCEMD Public Information and Public Education and Awareness staff presented 71 briefings and educational sessions to 14 youth groups, 36 adult citizen groups, and 21 governmental groups.
- SCEMD's use of social media continues to increase. During Hurricane Sandy, one of the Division's social media sites received 1.4 million visits from unique users in a 24-hour period. The Public Information section is now presenting quarterly social media workshops open to all levels of government.

Name: **The South Carolina State Guard**

Cost: \$123,000 State

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 humanitarian agencies, conducting state and community service projects at minimal cost to the state.

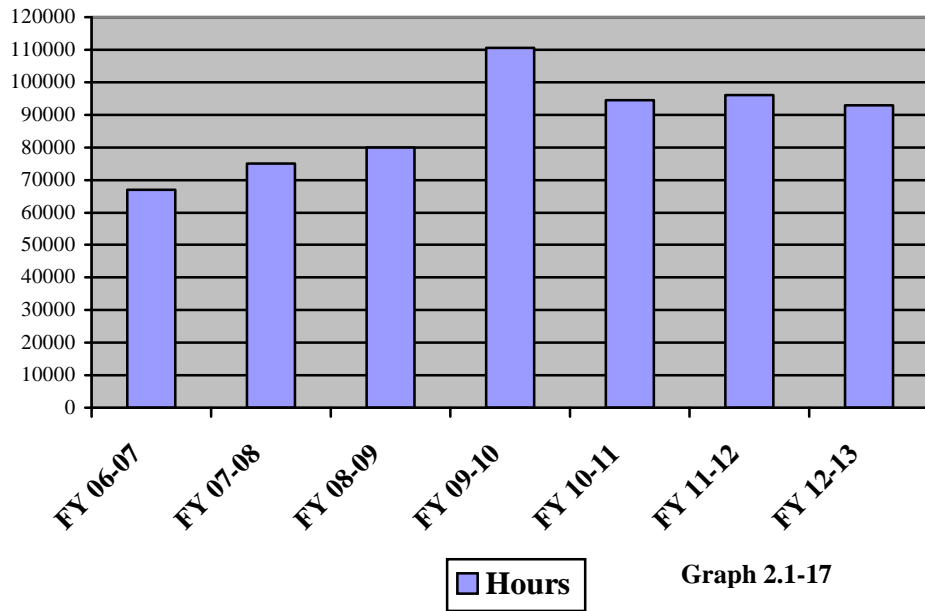
Objectives: Provide continuous support to the Budget and Control Board during contingency operations. Provide support to State/Local Law Enforcement Agencies. Provide chaplain support to the National Guard Youth ChalleNGe programs. Conduct honor guard for military funerals when requested. Conduct annual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

Results:

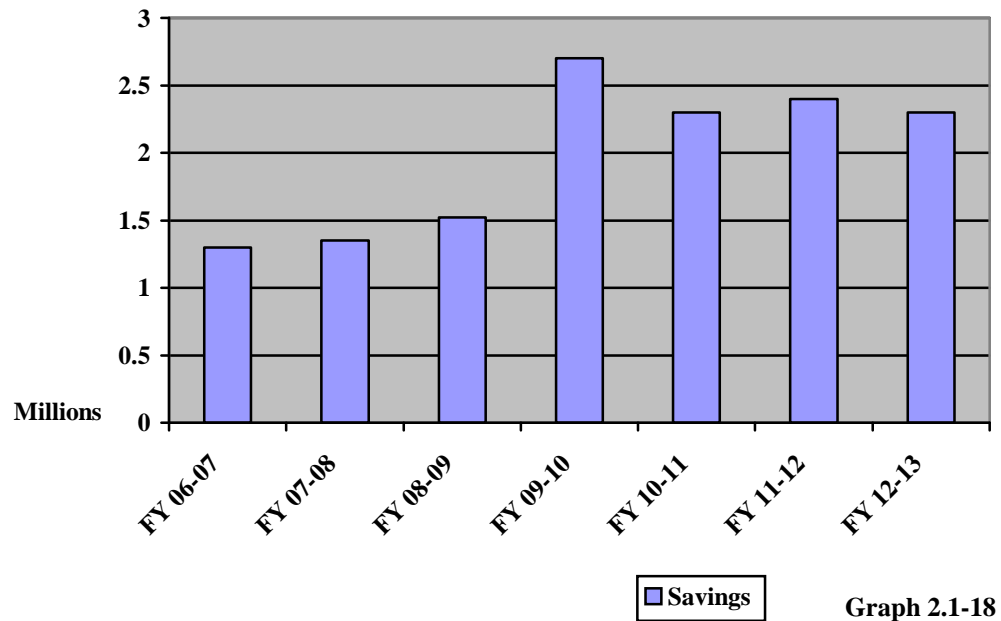
- During FY12-13, the South Carolina State Guard provided more than 92,935 hours of volunteer service to various State and local authorities and has maintained the same level of performance as the previous year. **These volunteer hours represent more than \$2,323,375 in savings to the taxpayers of South Carolina!**

The State Guard has 162 memorandums of understanding with state-wide and local organizations such as Moncrief Army Hospital, Emergency Management Division, the Salvation Army, city and county law enforcement, schools and non-profit entities.

### Volunteer Service Hours



### Volunteer Hours Savings



- The strength of the State Guard has risen from less than 600 members in 1996 to a current total of 850 men and women 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 Academy**

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 twenty-two weeks in residence with a 12-month follow-up mentoring program using volunteers from their home communities.

Cost: \$1,680,000. Annual Federal Authorization

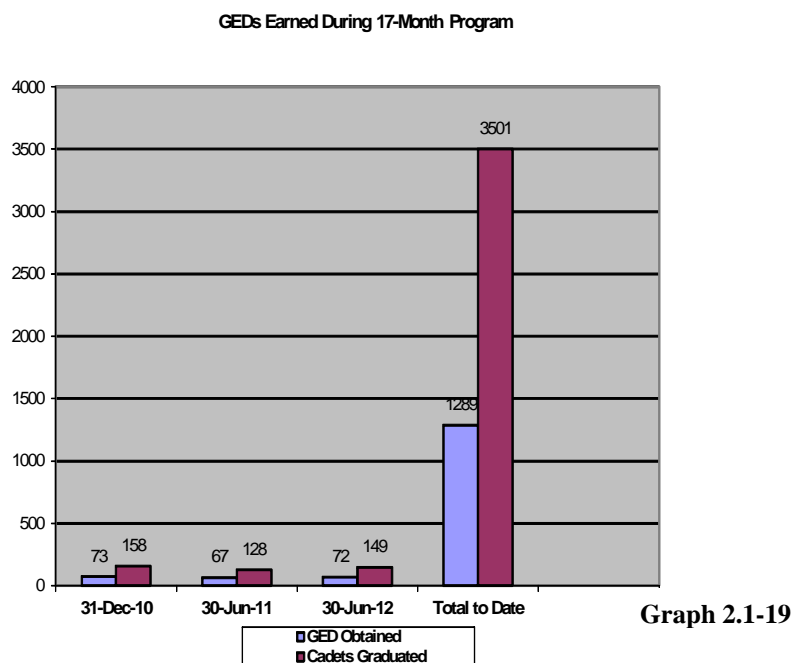
Goal: Reach maximum enrollment in each class of 100 students. Maintain 85% of enrolled students who complete the program and return successfully to the public school system, become gainfully employed, enter military service or pursue higher education.

Objectives:

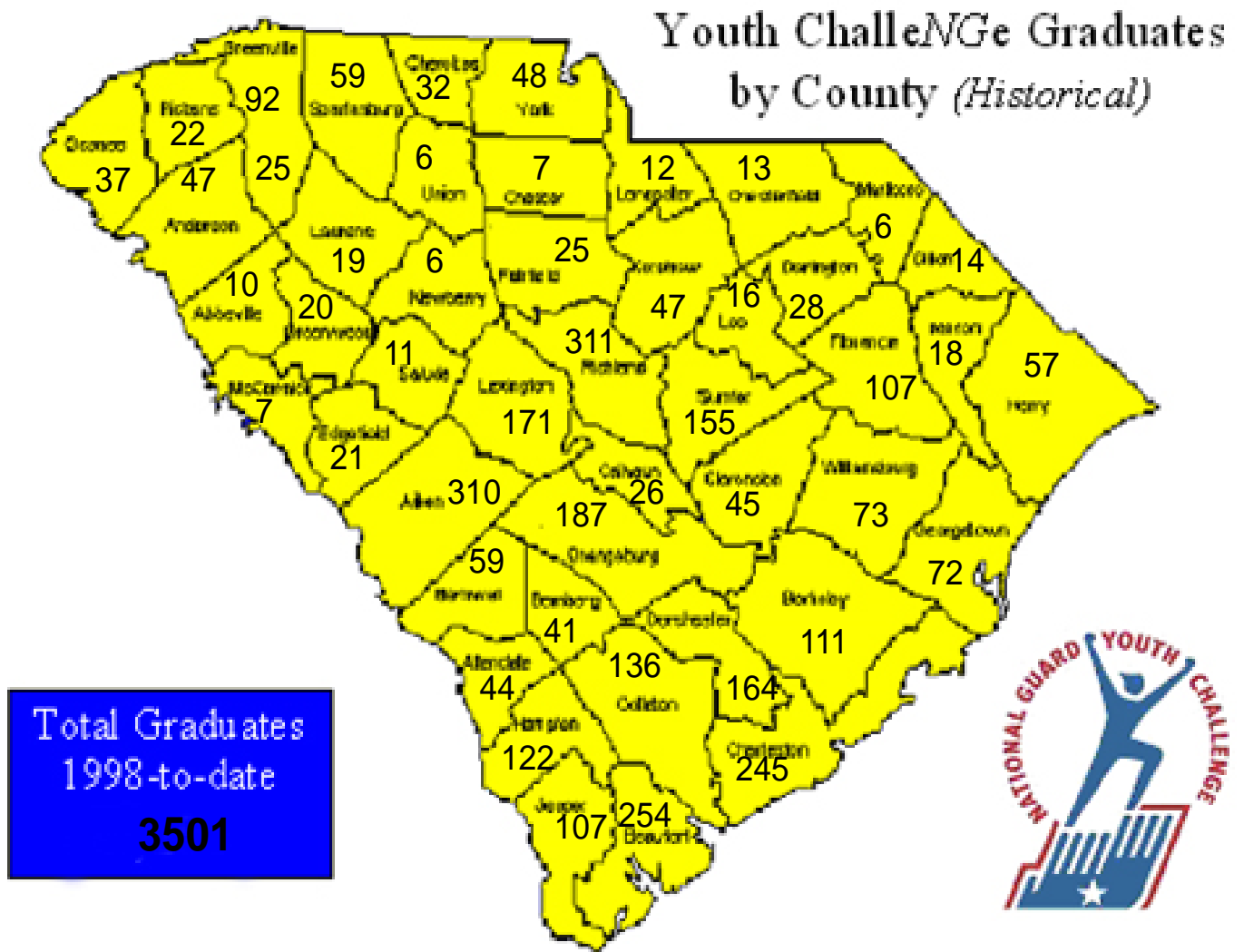
- Graduate at least 50% of enrolled students with a GED.
- Secure or assist in securing positive placement for at least 100% of graduating students within the first month Post-Residential.
- Maintain at least 75% positive placement as of the 12<sup>th</sup> month Post-Residential.

Key Results:

- The South Carolina National Guard Youth ChalleNGe Program was in its 14th year of operation during State Fiscal Year 2012-2013. A class is defined as participation in the full 17-month program.



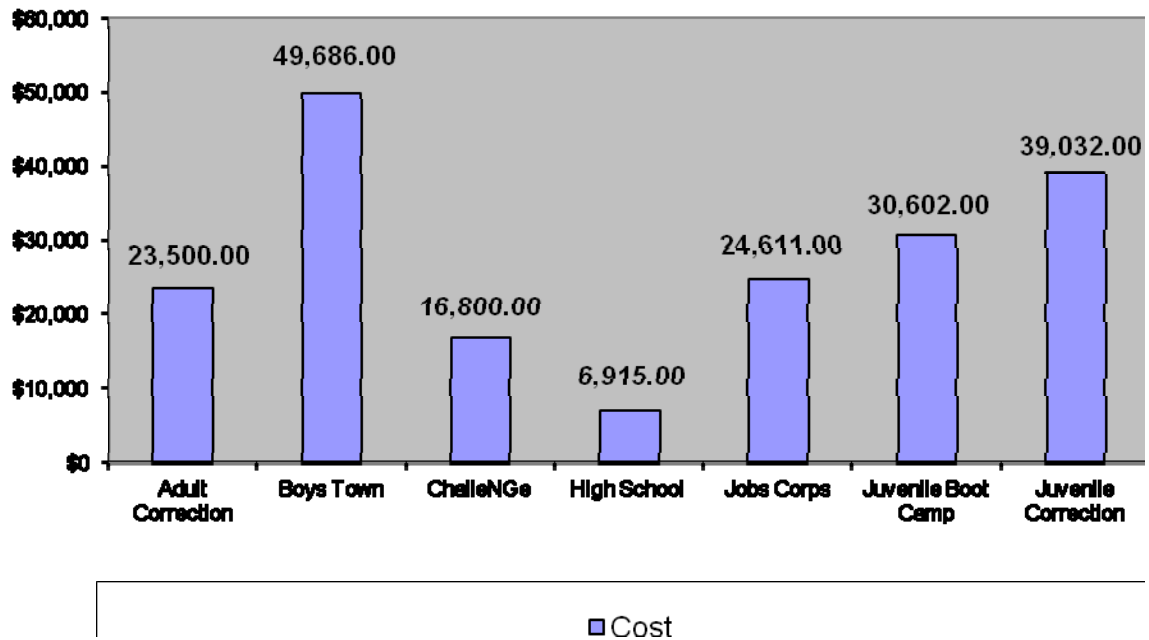
- The above chart illustrates the continued growth of successful students and the number of GEDs that were earned during the last year. The enrollment has come from throughout the state, routinely from 25-30 counties are represented with each class.
- The chart below shows which counties are gaining 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 3,501 at-risk youths in South Carolina are now productive tax-paying citizens, some of whom are serving in our military in harm's way and defending our way of life.



Graph 2.1-20

- 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.

### Program Cost Comparlsson



Graph 2.1-21

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

**SC Youth Challenge Academy Post Residential Status As of Jun 2013**

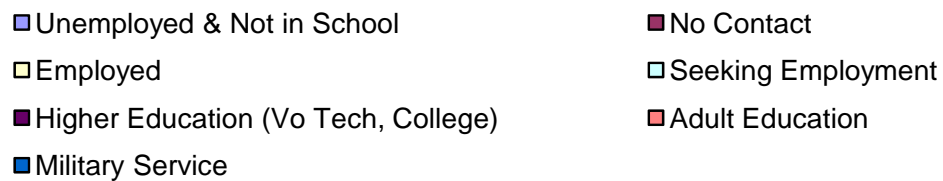
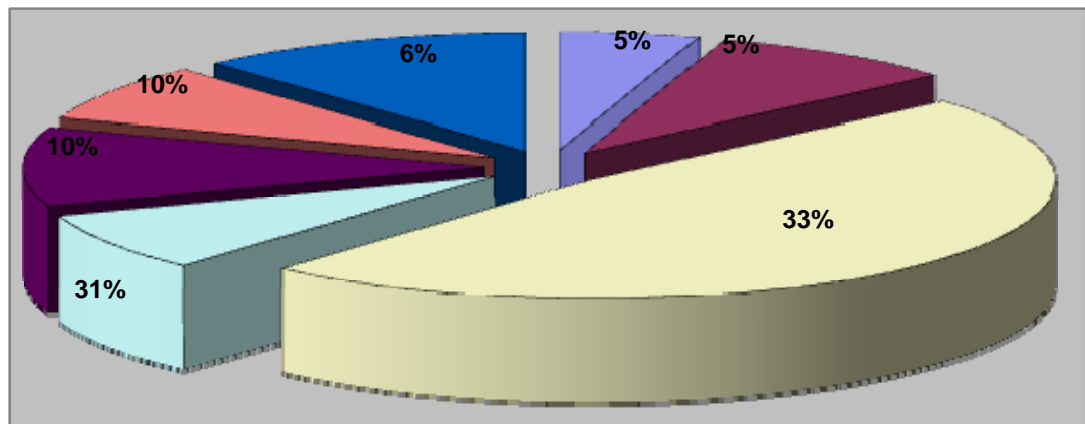


Chart 2.1-22

Name: **STARBASE Swamp Fox**

Cost: \$300,000 Federal

Goal: Conduct at least twenty-eight (28) “academies” during the school year

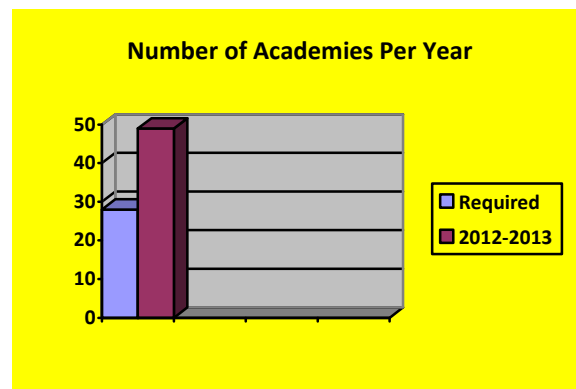
STARBASE Swamp Fox is a National Guard Youth program hosted at McEntire Joint National Guard Base, Eastover, South Carolina. The program is designed to improve the math, science, engineering and technology skills of South Carolina students by their participation in a 25 hour Academy during a school week. The program targets primarily at risk fifth grade students as the national curriculum most closely correlates with the South Carolina academic standards for science and mathematics for fifth graders. This program utilizes the resources of both the South Carolina Air and Army National Guard to teach core competencies through specifically designed hands-on experiments in math and science with emphasis in the areas of technology and engineering. The mission of STARBASE Swamp Fox is to raise the interest and improve the knowledge and skills of program participants (focusing on at-risk youth) in these disciplines by exposing them to an exciting, dynamic, technological environment and the positive role models found in military organizations.

Objectives:

- Conduct a minimum of twenty-eight 25-hour academies during the school year
- Maintain a fully staffed STARBASE faculty and administration with available resources
- Ensure progress of students continue to meet national norms through pre-test and post-test evaluations



- Key Results:
- A successful Department of Defense Compliance Visit was completed in May
  - A successful audit was conducted by United States Property and Fiscal Office's Internal Review personnel
  - Another banner year was recorded as the annual attendance goal was surpassed with a total of 49 academies conducted during the 2012-2013 school year
  - A record number 1,145 students successfully completed the STARBASE Swamp Fox program this past school year
  - Additionally, a summer day camp session was conducted at McEntire Joint National Guard Base as a community outreach project for students in grades 5 & 6
  - Students showed an average of 20 % improvement from pre-test to post-test scores
  - Student and teacher feedback received this past year was again very positive and complimentary of the STARBASE staff as well as the volunteers who assisted with various aspects of the curriculum



Graph 2.1-23