AGENCY NAME:	Forestry Commission		
AGENCY CODE:	P120	SECTION:	043

Fiscal Year 2014-15 Accountability Report

SUBMISSION FORM

AGENCY MISSION	The mission of the South Carolina Forestry Commission is to protect, promote, enhance, and nurture the woodlands of SC, and to educate the public about forestry issues, in a manner consistent with achieving the greatest good for its citizens.

Please identify your agency's preferred contacts for this year's accountability report.

	Name	*Phone*	*Email*
PRIMARY CONTACT:	Judy Lucas	(803) 896-8851	jlucas@scfc.gov
SECONDARY CONTACT:	Tom Patton	(803) 896-8849	tpatton@scfc.gov

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	Henry E. Kodama	Friday, Sept. 11, 2015
(TYPE/PRINT NAME):	Henry E. (Gene) Kodama	

BOARD/CMSN CHAIR (SIGN/DATE):	Walter a McPhail	Friday, Sept. 11, 2015
(TYPE/PRINT NAME):	Walt McPhail	

AGENCY NAME:	Forestry Commission		
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AGENCY'S DISCUSSION AND ANALYSIS

The SC Forestry Commission was created in 1927 with its General Duties defined in State Code 48-23-90. In summary, the Code requires the agency to make an annual report to the General Assembly on "*forest conditions … including recommendations to the public as to reforestation. … to prevent, control and extinguish fires, including the enforcement of … laws pertaining to the protection of the forests and woodlands …. … give such advice, assistance and cooperation to private owners of land and promote … appreciation by the public of the advantages of forestry and the benefits …. … cooperate with the federal government in the distribution of funds allotted to the State for forestry ….*" To meet its statutory requirements, the Forestry Commission created a mission, vision, and values statement and an associated Strategic Plan to direct its operations. A summary version of the mission statement is to "Protect and develop the forest resources of South Carolina."

Commission staff and the agency's Board of Commissioners conduct a detailed review and recording of the agency's progress toward attaining Strategic Plan goals on a quarterly basis. This action ensures that agency operations are properly aligned with its mission and informs the organization of its progress, direction, and purpose. This alignment also ensures that the Commission continues to effectively support the growth of the state's forest industry to levels beyond its current $17.4 billion economic impact and 90,000 jobs, making it the #1 manufacturing segment in the state regarding job numbers and payroll. (Fig. 1-3) Beyond forestry's economic impact, forests cover two-thirds of the state at 13.1 million acres enhancing the state's quality of life. A prime example of the agency's economic development actions and successes is its ongoing 20 by 15 Project with forestry partners. The Project was initiated by the agency to help the industry grow to $20 billion of economic impact and increase job numbers by 2015 and is on track to meet this goal. (Fig. 2)

Though the agency's statutory requirements and mission have not changed since its inception, its size and configuration have changed dramatically in response to changing forest conditions, technology, and federal and state funding. Staffing exceeded 600 employees in the early 1990s and dropped to about 400 by year 2005. To continue to accomplish its mission and reduce costs during this period, the agency implemented technological improvements to more efficiently monitor and report wildfire activity. The primary improvements were discontinuation of a fire tower system, and implementation of aerial surveillance and computerized dispatch technology. The organization also reduced its private landowner and manufacturing support service capacity in response to economic downturns. During the 2008 to 2011 downturn caused by the "Great Recession," agency funding (inflation adjusted) dropped from $19 million to $10 million, and reduced employee numbers from 380 to 280. During this period, the Commission maintained as much wildfire fighting capacity as possible with much less funding and could only retain the existence of forest resource development and forest information & education departments. Improved state funding has allowed the restoration of approximately half of the 100 employees lost during the last downturn and the refilling of positions other than direct fire control staffing. (PM 11, 25) Funding for firefighting equipment replacement and safety enhancements with enclosed-cab bulldozers has also improved due to passage of Act 271 in 2012, which provides annual baseline funding for five years and allocations of capital reserve funding to more rapidly replace unreliable equipment. (PM 8-11, Fig. 4, 5)

Information security is a task that is not specifically addressed in the agency's goals. Negative factors affecting this task are the constant and escalating attempts by hackers and thieves to damage information technology systems or steal sensitive data, an inadequate staff and budget to meet this threat, and a newly formed Division of Technology (DOT) that needs to ramp up to address the threats. A positive factor is the cooperative efforts by the DOT and the agency to minimize or halt these threats. Successful efforts are being made to lessen the likelihood of security breaches through acquisition of new hardware, software, and monitoring systems and reducing the presence and retention of sensitive data, especially personally identifiable information. Plans to continue to improve performance include implementation of the 13 Information Security Policies, further reducing possession of sensitive information, improving individual and organizational security measures, and filling another IT position. (PM 6, 13, 14, 16, 25)

Safety and health issues are mentioned under Goal 5: Prepare to Meet Future Demands. (PM 26, 27) This topic is a backdrop to all Commission activities to protect employees and the public, and is the agency's top

priority. This requirement is inherent to the agency's emergency response function and capability. The target value is zero incidents and will always be "Job #1."

Over the past 5 years, federal funding has dropped by 25% from $4 million to $3 million. This drop is negatively impacting the 10 or so programs and services delivered by the Commission that are largely or entirely funded by the federal government. Examples include insect and disease control, incident command capacity, water quality protection, forest management, Forest Inventory and Analysis (FIA), and timber production. This funding decline has forced the agency to request additional state budget funding to maintain this program suite which is critical to wildfire suppression, private forest landowner assistance, timber production, and the resulting forestry manufacturing jobs. (PM 1-5, 12-15, 21, 25, Fig. 1-3, 6)

Though the Forestry Commission has experienced almost nine decades of changing forest conditions, technologies, staffing, equipment, and economies; it has continued to operate in a lean manner and accomplish its mission of protecting and developing the state's forest resource. The organization has done so with utmost care and effective utilization of the taxpayer dollars provided. This frugal business model is effective because the agency and its employees are always focused on its mission and goals as guided by a clearly stated and regularly reviewed Strategic Plan. This Accountability Report (AR) will highlight these accomplishments.

The Commission has five primary goals identified in its AR that are aligned with its Mission, Strategic Plan, and statutory requirements. These goals are Develop the Resource, Protect the Resource, Manage the Resource, Raise Awareness about the Resource, and Prepare to Meet Future Demands. For each Goal, the agency has identified strategies, objectives, and Performance Measures to ensure their accomplishment.

The AR provides the agency with the opportunity to submit a "Discussion and Analysis" section that comments on (1) Factors affecting the agency's performance during the past year, (2) Performance efforts and results, and (3) Plans to improve performance. This comment section appears below and is organized by the agency's five goals.

Goal 1: Develop the Resource. Developing the resource by increasing timber production and expanding timber markets is critical to private landowner financial success and environmental care as well as for increasing forest product manufacturing job numbers.

Factors affecting performance in the past year:

- Positive factors – SC's up-to-date, accurate FIA timber inventory and record level of pine sawtimber support economic development. (PM 3, 4, 5, 13-16, 25, Fig. 2)
- Negative factors – Decreasing supply of pine pulpwood, 40-year low in tree planting and inadequate capacity in nursery and tree improvement. (PM 6, 7, 13-16, 25, Fig. 2)

Performance efforts and results:

- Filled the forest products marketing specialist position to grow markets for existing industry. Initiated an economic impact study and a long-term wood supply study to highlight critical issues in the industry. Met deadlines ensuring accurate data for industry growth. Supported $262 million in industry investment, including a wood pellet manufacturing plant, a consumer tissue products plant and expansion of a particleboard plant. These and other smaller projects created 286 jobs. The 2013 Timber Production Output survey was completed for South Carolina and we are awaiting data from the USDA Forest Service. Assisted 2,274 landowners with timber production and delivered millions of dollars in reforestation incentives. Protected 13 million acres of forests from wildfire, insects, diseases, and water quality damage. Produced $2.0 million in timber and other revenue to operate the state forests system and support county school systems. (PM 1-19, 25, Fig. 1-7)
- Training provided for new nursery staff by Auburn Nursery Cooperative staff. Nursery manager also received training by visiting neighboring state nurseries. Producing 3rd generation improved pine seed to increase timber production and landowner returns on investment. Conduct a satisfaction survey of seedling customers annually. (PM 6, 7, 25, Fig. 2)

Plans to improve performance:

- Develop a branding/marketing program for South Carolina forest products to grow markets. Hold Forestry Summit to highlight 20/15 Project accomplishments and determine next steps to reach goal of $20 billion economic impact by 2015. Update forestry economic impact data and future wood supply projections. Retain 5-year FIA sampling cycle despite federal funding cuts. (PM 1-5, 13–16, 25, Fig. 1-3, 6)
- Rejoin Tree Improvement Cooperative to ensure improved tree genetics are available to all landowners. Expand production of 3rd generation improved seed and seedlings. (PM 3, 6, 7, 25, Fig. 2)

Goal 2: Protect the Resource. Protecting the state's forest resource, the public, and firefighters is a critical component of the agency's mission.

Factors affecting performance in the past year:

- Positive factor - Favorable weather resulted in low wildfire occurrence.
- Negative factors - Reduced firefighting capacity - lack of personnel and old, unreliable equipment resulting in longer response time and larger, more destructive fires, and higher repair costs. (PM 8-11, Fig. 4, 5) Reduced capacity lessens agency ability to protect the forest resource, structures, the public and firefighters. Fire Supervisor capacity has been reduced by almost 50% since 2001.
  -Increasing turnover rate of new firefighters (dozer operators & supervisors) due to low salaries.
  -More complex wildfire control situations due to increased urbanization in forest and lack of capacity.
  -Increased harvesting requires more Best Management Practices (BMP) compliance exams. (PM 12)

Performance efforts and results:

- Improving fire weather network to improve predictions related to wildfire occurrence and severity.
- Increased and stable funding (Act 271, capital reserve & recurring funds) enabled the agency to acquire 36 safer, enclosed cab dozers (Fig. 4) toward the 160 target (210 existed in 2000) and restore approximately half of the 100 employees lost since 2008. Even with increased capacity (equipment and personnel), average wildfire response time remains higher than 30-minute target. (Fig. 5)
- Requested recurring funds for firefighter salaries - not funded. (PM 25)
- Requested recurring funds for restoring needed capacity – not fully funded. (PM 9-11, 25, Fig. 4)
- Provided training for loggers and conducted BMP exams to aid in ensuring compliance. (PM 12)
- Provided education, such as FireWise, which enables community wildfire risk mitigation. (PM 23)

Plans to improve performance:

- Increase wildfire prevention efforts to reduce fire occurrence, including hiring one additional Investigator. (PM 25) Law enforcement is one of the most effective fire prevention tools available.
- Prioritize equipment replacement for operator and public safety. Restore personnel and equipment capacity as funding allows. Continue requests for increased funding. (PM 9-11, 25, 26, Fig. 4, 5)
- Improve salaries and working conditions as funding allows, and minimize employee turnover. (PM 25)
- Continue training agency personnel and cooperators.

Goal 3: Manage the Resource. Providing forest management assistance to private landowners, management of state forests for multiple uses, and promotion of healthy urban forests are critical components of the agency's mission to support the state's economy while protecting water quality, improving wildlife habitat, and providing other environmental benefits.

Factors affecting performance in the past year:

- Positive factor - High level of landowner satisfaction with quality of assistance provided. (PM 15)
- Negative factors - Lack of capacity – agency had 25 outreach foresters in 2001; down to 17 now (32% decrease. Foresters have assumed fire control duties due to inadequate fire Supervisor capacity, further reducing capacity to provide landowner assistance. (PM 13, 25, Fig. 6)
  -Reduction in federal funds - Forest Stewardship funding has been reduced 63% since 2007 and Urban & Community Forestry funding dropped 46% since 2009. (PM 13, 14, 21)

-Insufficient reforestation cost-share funding resulting in an almost two-year backlog. (PM 13-16, Fig. 2)
-Ice storm's tremendous forest damage ($360 million across 25 counties) resulted in a dramatic increase in requests for management assistance. (PM 13-16, 25, Fig. 2, 6)
-State Forest revenue is severely constrained by endangered species requirements and county school payments. State law requires 25% of forest product sales and user fee revenue be given to counties in which the forest is located. (PM 19, Fig. 7) The Commission is the only agency with this requirement, which is now causing reductions in state forest capacity and inadequate staffing.

Performance efforts and results:

- Filled two outreach forester positions to better respond to requests, but time delays in providing assistance are still common. (PM 12-21, 25, Fig. 2, 6, 7)
- On target with Red-cockaded Woodpecker (RCW) recovery; however, this restricts timber management options and is reducing revenue. Selling pine straw to help offset reduced timber revenue. (PM 17-20, Fig. 7)
- Seeking to improve efficiencies in workflow and financials; however, the state forests system is now unable to generate enough revenue to cover expenses, which is a serious concern since the state forests system is expecting to be totally self-sufficient with zero state funding. (PM 18, Fig. 7)
- Contracted development of a new harvest scheduling model for state forests to ensure that these properties continue to be managed on a sustainable basis. (PM 17-20, Fig.7)
- Lower number of landowners assisted during FY15 than in FY01 (2,274 versus 3,370). (PM 13, Fig. 2, 6)

Plans to improve performance:

- State funding is being requested to cover reductions in federal allocations for landowner assistance and urban forestry, to hire additional foresters to increase capacity to provide assistance, and to end the need to transfer funding from other programs. (PM 13-15, 21, 25)
- Refine timber harvest scheduling model to provide a more accurate estimate of revenue. (PM 17)

Goal 4: Raise Awareness about the Resource. Raising awareness among decision-makers and the public about the environmental and economic benefits of sound forest management is necessary to acquire needed legislation/policies, public support, and private landowner timber production.

Factors affecting performance in the past year:

- Positive factors - Students participating in the Wood Magic Forest Fair consistently show a significant gain in knowledge as documented by post-visit test scores. (PM 22)
  -Number of participants in Wood Magic, Project Learning Tree and Teachers' Tour. (PM 23)
  -Agency website and social media outlets receive high number of visits/likes/follows. (PM 24)
- Negative factor - Significant capacity loss over 10 years resulted in a smaller outreach program and fewer education programs being conducted and publications produced. (PM 13, 25, Fig. 2)

Performance efforts and results:

- Filled communication and public information director position, which handles communications strategies and long-range public information, marketing, and educational programs. (PM 22,23, 24, 25)
- Agency employees engaged with partner organizations in coordinating outreach efforts. (PM 23)

Plans to improve performance:

- Request funds for 9 additional foresters to increase capacity for landowner outreach. (PM 13, 22, 23, 25, Fig. 2)
- Website redesign among top priorities for FY2016. (PM 24)

Goal 5: Prepare to Meet Future Demands. Employees are the Commission's most valuable resource. Through effective Human Resource practices, the agency is preparing to meet the future needs of the citizens of SC.

Factors affecting the agency's performance in the past year:

- Positive factors – Increased appropriations have enabled the restoration of funding for approximately half of the 100 employees lost since 2008. Agency is progressing toward the target of 160 manned firefighting units. (PM 11, 13-15, 25)
  -Improved funding restored positions in communications, education and development. (PM 23, 25)

- Negative factors - Agency is still 5% below its target for frontline firefighters, causing firefighters to cover greater territory, increasing response time and fire size, and increasing wildfire damage risk. (PM 8, 11, 25, Fig. 5)

  - The Commission reportedly has 3rd lowest average salary of any state agency, which increases turnover, recruitment needs, training demands and costs. (PM 25)

  -Forest management, communications, education and development positions have been vacant for several years due to past budget cuts, reducing landowner assistance and outreach and worsening the state's pine pulpwood shortage. (PM 13, 23, 25)

  -Inadequate IT staff to implement State Information Security initiatives. (PM 25)

Performance efforts and results:

- New positions have restored some firefighting capacity but not adequately. (PM 8, 11, 25, Fig. 5)
- Agency has filled forest products marketing specialist, forester, communication & public information, information technology and Nursery positions to increase landowner assistance and outreach. (PM 1-3, 6, 7, 13-16, 20, 25, Fig. 1, 2, 6)

Plans to improve performance:

- Request salary review of comparable SC agencies and other state agencies and seek corrections. (PM 25)
- Request funding for more foresters to increase landowner assistance, timber production, jobs and economic impact. (PM 1-3, 13-15, 25, Fig. 1, 2, 3, 6)
- Request one additional IT position in FY 2016 to restore lost capacity and aid in implementing and maintaining State Information Security initiatives. (PM 25)

SUMMARY AND CONCLUSION

This Accountability Report fulfills its two primary purposes: providing information supporting the agency's budget and providing a basis for Agency Head Salary Commission decisions. The report describes the agency's Strategic Plan contents, performance measures, and outcomes and has linked program area attributes to key financial and performance measures as required by statute. The AR preparation process was designed to be introspective, and it was; ensuring that the agency understands its legal mandates, meets its requirements, documents current outcomes, and plans to ensure successful future outcomes. In the Strategic Planning Template, 5 primary goals, 14 strategies, and 42 objectives were identified. The 27 PMs identified as being the primary ones were included in the PM template.

In summary, the agency's job #1 continues to be the safety of employees and the public that they serve and protect. (PM 26-27) To meet this goal, staffing and training must be adequate (Goal 5). Staff must also have adequate quantities of safe, reliable equipment (Objective 2.2.1) Budget requests are designed to ensure safe working conditions for employees and living conditions for the public. Another top priority is the satisfaction and care of agency customers, the citizens of South Carolina. Meeting this objective requires adequate funding and highly qualified, well-trained employees that meet individual citizen's needs as well as the overarching need to retain and increase forest industry job numbers statewide. (Goals 1-5) To accomplish these two overarching priorities, the most important Strategic Planning Objectives are 1.1.1, 1.1.3, 2.1.1, 3.1.1, 4.2.1, and 5.2.1. Adequate funding and sound management guided by this AR will ensure that the agency meets these highest priority objectives and supporting ones and accomplishes its statutory duties to *"Protect and develop the forest resources of South Carolina."*

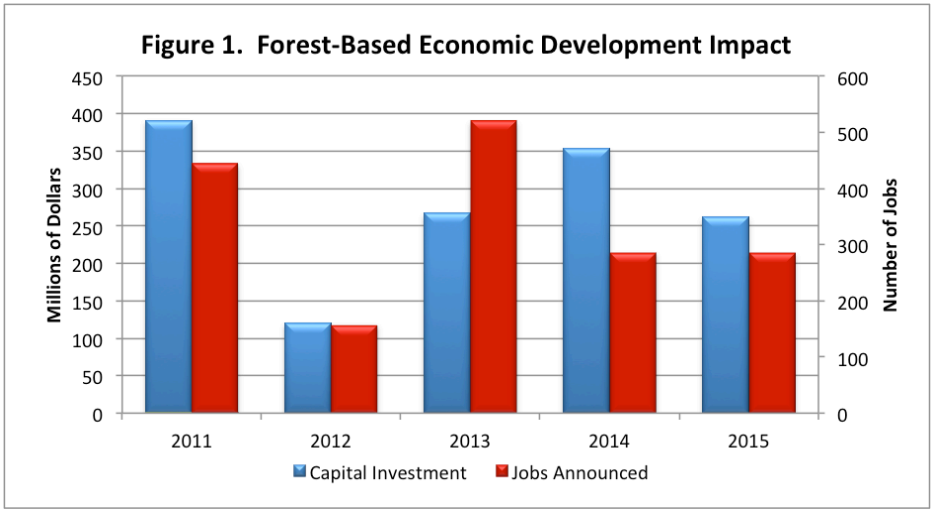


Figure 1. Forest-Based Economic Development Impact
Millions of Dollars
Number of Jobs
450
400
350
300
250
200
150
100
50
0
600
500
400
300
200
100
0
2011
2012
2013
2014
2015
Capital Investment
Jobs Announced

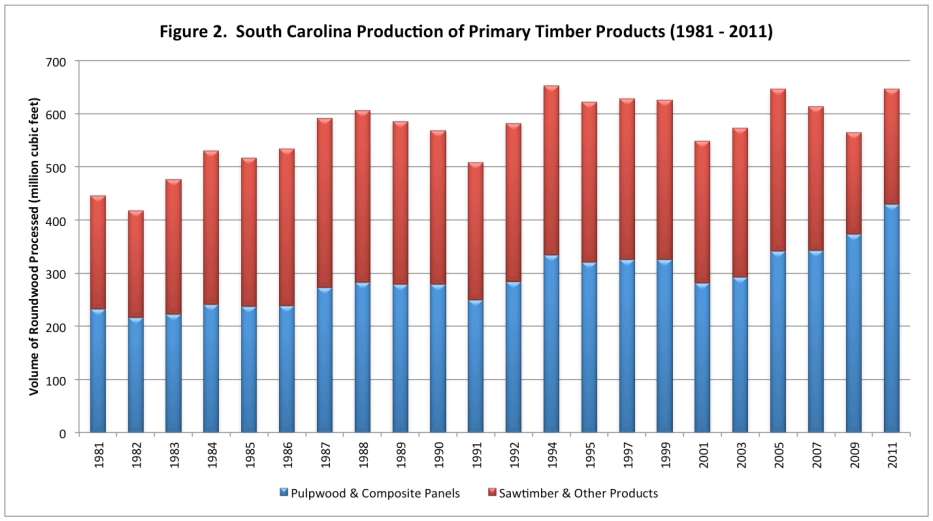


Figure 2. South Carolina Production of Primary Timber Products (1981 - 2011)
Volume of Roundwood Processed (million cubic feet)
700
600
500
400
300
200
100
0
1981
1982
1983
1984
1985
1986
1987
1988
1989
1990
1991
1992
1994
1995
1997
1999
2001
2003
2005
2007
2009
2011
Pulpwood & Composite Panels
Sawtimber & Other Products

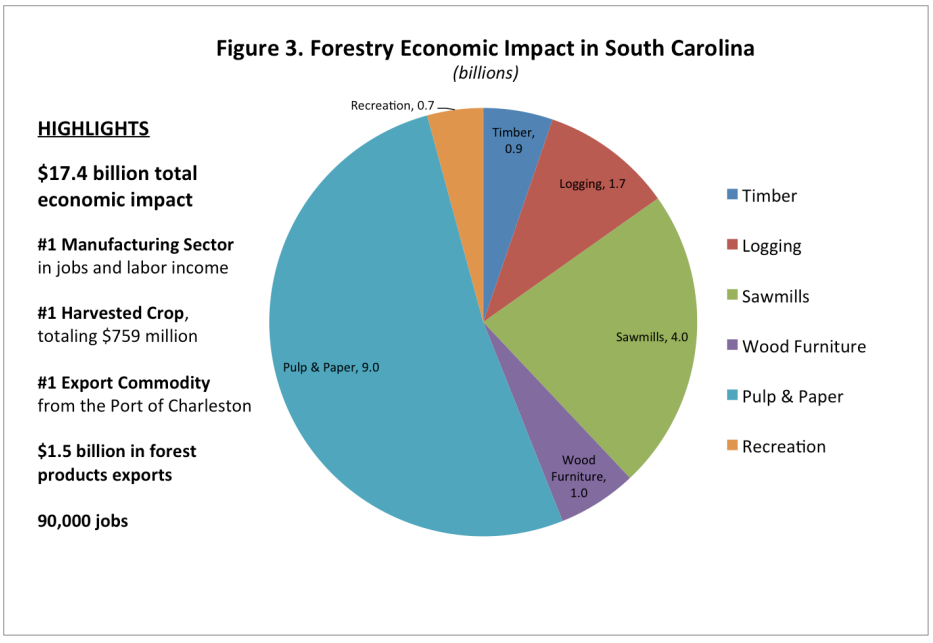


Figure 3. Forestry Economic Impact in South Carolina
(billions)
HIGHLIGHTS
$17.4 billion total economic impact
#1 Manufacturing Sector in jobs and labor income
#1 Harvested Crop, totaling $759 million
#1 Export Commodity from the Port of Charleston
$1.5 billion in forest products exports
90,000 jobs
Recreation, 0.7
Timber, 0.9
Logging, 1.7
Sawmills, 4.0
Wood Furniture, 1.0
Pulp & Paper, 9.0
Timber
Logging
Sawmills
Wood Furniture
Pulp & Paper
Recreation

Figure 4. Firefighting Dozers By Service Life Category During FY2015

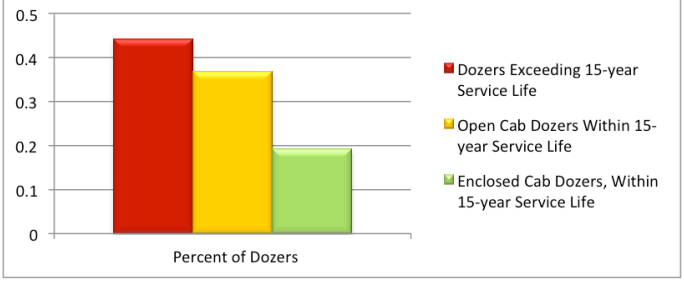


Figure 5. Average Fire Response Time in Minutes (Overall Goal: 30 minutes or less at full staffing levels)

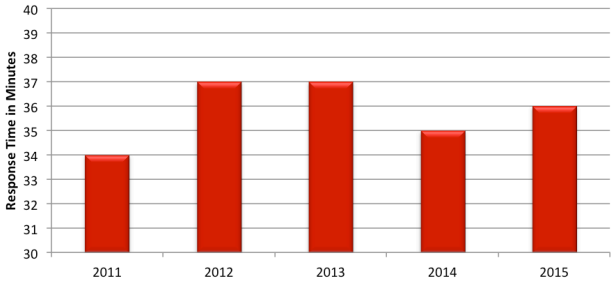


Figure 6. Landowners Assisted and Project Foresters by Fiscal Year

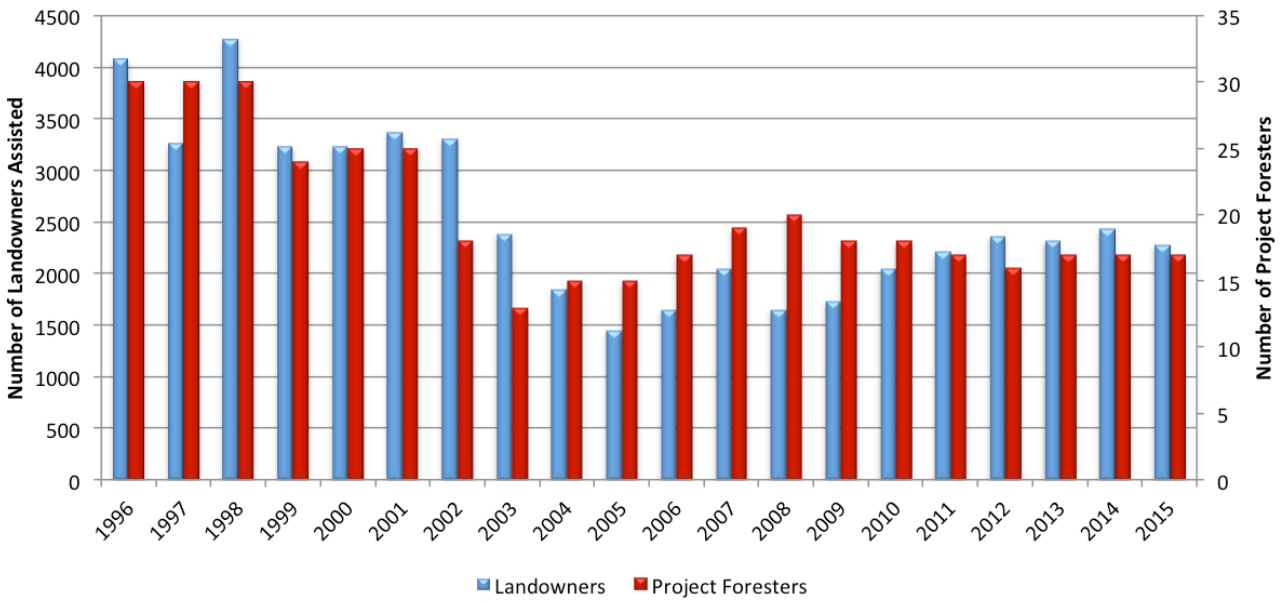
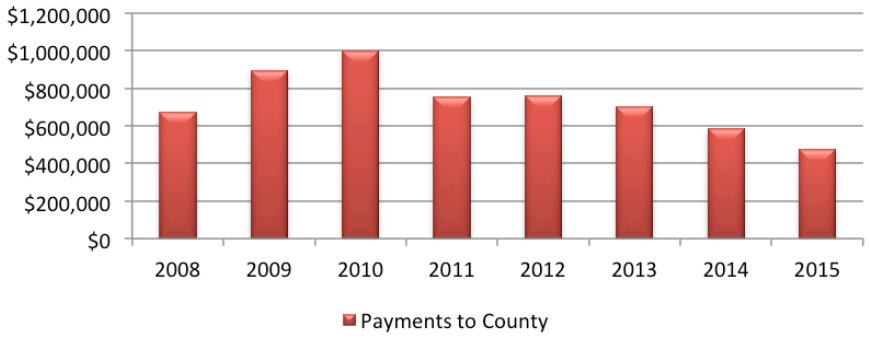


Figure 7. Payments to County School Districts from State Forests System



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Fiscal Year 2014-15
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Program Template

Program/Title	Purpose	*FY 2013-14 Expenditures* General	Other	Federal	TOTAL	*FY 2014-15 Expenditures* General	Other	Federal	TOTAL	Associated Objective(s)
I. Administration	Provide administrative support, i.e. payroll, benefits, procurement, etc. to agency personnel (SC Code of Laws Title 48, Chapters 23 - 37).	$881,075.00	$1,516.14		**$882,591**	$977,626	–		**$977,626**	1.1.1 - 1.3.3, 2.1.1 - 2.3.3, 3.1.1 - 3.2.3, 4.1.1 - 4.3 3, 5.1.1 - 5.3.3
II. Forest Protection and Development	Protect forests from harm from wildfires, forest pests, and natural disasters. Maintain a productive forest land base, provide quality tree seedlings, and develop a strong forest industry. (SC Code of Laws Title 48, Chapters 23 - 37).	$14,694,671.00	$6,102,124.00	$3,826,357	**$24,623,152**	$13,412,300	$1,883,198	$3,939,590	**$19,235,088**	1.1.1 - 1.3.3, 2.1.1 - 2.3.3, 3.1.1 - 3.1.3, 3.2.1, 3.2.3, 4.2.1, 4.2 2, 4.3.1 - 4.3.3, 5.1.1 - 5.3.3
III. State Forests	Manage state forests on a sustainable basis to provide multiple benefits and serve as a model for private forest landowners. (SC Code of Laws Title 48, Chapter 23).	$0.00	$2,769,335.00		**$2,769,335**		$2,478,144		**$2,478,144**	1.1.2, 1.1.3, 1.3.1, 1.3.2, 2.1.1 - 2.1.5, 2.2.1, 2.2.2, 2.3.1 - 2.3.3, 3.1.4, 3.2.3, 4.1.2, 4.2.1, 5.1.1 - 5.3.3
IV. Education	Increase the public's awareness of the benefits of sustainable forest management, the advantages of forestry, and the values of forests. (SC Code of Laws Title 48, Chapter 23).	$201,749.00	$0.00	$457	**$202,206**	$197,729	–	–	**$197,729**	1.1.1 - 1.1.3, 1.3.1, 1.3.3, 2.1.2 - 2.1.5, 2.2.1, 2.3.1 - 2.3.3, 3.1.1, 3.1.4, 3.2.1 - 3.2.3, 4.1.1 - 4.3.3, 5.1.1 - 5.3.3
									$ -	
									$ -	
		$15,777,495	$8,872,975	$3,826,814	**$28,477,284**	$14,587,655	$4,361,342	$3,939,590	**$22,888,587**	

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Accountability Report

Strategic Planning Template

Type	Item # Goal	Strat	Object	Description
G	**1**			**Develop the Resource**
S		**1.1**		**Serve as a catalyst for promotion, development and expansion of the forest resource and forestry-related industry and jobs in SC.**
O			***1.1.1***	*Provide leadership in the identification, recruitment and development of appropriate primary and secondary forest industries.*
O			***1.1.2***	*Cooperate with economic development organizations and forestry-related interests to promote forestry in SC.*
O			***1.1.3***	*Identify and recommend new mechanisms that would encourage management of forestlands for forest products and forest-related amenities.*
S		**1.2**		**Provide policy makers, the forestry community, and the interested public accurate and timely information on the state's forest inventory and health.**
O			***1.2.1***	*Maintain funds and personnel to re-measure the state's Forest Inventory and Analysis (FIA) plots on a five-year cycle.*
O			***1.2.2***	*Survey adequate forest plots to assess forest health and timber inventory.*
O			***1.2.3***	*Monitor and provide training to ensure field crews exceed Quality Assurance/Quality Control (QA/QC) standards.*
S		**1.3**		**Maintain personnel and facilities to provide landowners with optimum quality forest tree seedlings.**
O			***1.3.1***	*Produce genetically improved loblolly and longleaf seed to maximize timber production on public and private timberlands.*
O			***1.3.2***	*Partner with nursery and tree improvement research cooperatives to maintain access to technical expertise and high-value plant material.*
O			***1.3.3***	*Produce softwood and hardwood seedlings to meet the demand for planting stock by forestland owners and Christmas tree growers.*
G	**2**			**Protect the Resource**
S		**2.1**		**Ensure prompt and effective response to wildfires and other natural disasters.**

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Strategic Planning Template

Type	Item # Goal	Strat	Object	Description
O			***2.1.1***	*Equip agency firefighters and dispatch centers with current technology, equipment and sufficient staffing.*
O			***2.1.2***	*Train SCFC personnel and cooperators for response to wildfires and other disasters.*
O			***2.1.3***	*Improve wildfire protection strategies, priorities and capabilities as the wildland-urban interface expands.*
O			***2.1.4***	*Increase wildfire prevention efforts, hazardous fuels reduction and enrollment in the Firewise Communities program.*
O			***2.1.5***	*Provide law enforcement services in wildfire and forest product theft and fraud arenas.*
S		**2.2**		**Ensure prompt response to insects, other forest pests, and disease outbreaks and forest health concerns.**
O			***2.2.1***	*Train agency personnel and cooperators on survey techniques, identification and control of forest pests.*
O			***2.2.2***	*Monitor forest insect and disease activity, including invasive species.*
O			***2.2.3***	*Maintain staffing, technology and equipment to combat forest pest problems on a timely basis.*
S		**2.3**		**Enhance water quality protection by increasing awareness and compliance with Forestry Best Management Practices (BMP).**
O			***2.3.1***	*Improve delivery of the Courtesy BMP Exam Program to protect water quality during forestry operations.*
O			***2.3.2***	*Provide BMP training to agency personnel, forest landowners and forest industry through the TOP Logger Program.*
O			***2.3.3***	*Continue BMP monitoring to document the implementation and compliance with Forestry Best Management Practices.*
G	**3**			**Manage the Resource**
S		**3.1**		**Provide improved land management services to landowners, including administering reforestation programs and providing technical forest management assistance designed to meet landowner's goals.**
O			***3.1.1***	*Provide forest management services to landowners to improve timber production, aid in efficient utilization of the timber resource, and foster conservation and multiple use of the forest resource.*
O			***3.1.2***	*Provide special services, for a fee, that are not adequately provided by the private sector, such as prescribed burning, firebreak plowing, and water bar construction.*

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Type	Item # Goal	Strat	Object	Description
O			*3.1.3*	*Administer current reforestation programs. Actively seek partnerships that increase the diversity of sources for reforestation assistance and the funding available for forestry practices.*
O			*3.1.4*	*Use landholdings to demonstrate forest management techniques.*
S		3.2		**Provide technical, educational, and financial assistance in urban and community forestry to local governments and organized groups living and working within established developing and populated areas.**
O			*3.2.1*	*Assess needs and provide technical assistance in the development and management of public trees and forests by periodically contacting local government personnel, advocacy groups and professional organizations.*
O			*3.2.2*	*Develop and/or acquire tools to facilitate technical, educational, and financial assists and services.*
O			*3.2.3*	*Conduct on-site programs, provide literature and website information and work through partners to sponsor/present information regarding arboriculture, community forestry issues, and the value of ecosystem services to targeted audiences.*
G	4			**Raise Awareness about the Resource**
S		4.1		**Provide forestry education programs for targeted audiences.**
O			*4.1.1*	*Use Harbison State Forest and the Piedmont Forestry Center as forestry education centers, and expand programs to selected field locations. Provide conservation education programs such as Wood Magic Forest Fair and Project Learning Tree.*
O			*4.1.2*	*Partner with the SC Forestry Association to provide the annual Teachers' Tour and provide forestry educational material.*
S		4.2		**Enhance the image of the Forestry Commission as an initial source for forest management information and assistance.**
O			*4.2.1*	*Reach out to landowners through civic involvement, group meetings, tours, workshops, advertising, and other opportunities.*
O			*4.2.2*	*Market the agency's programs and services to targeted audiences.*
S		4.3		**Increase interaction, cooperation, and communication with other state agencies, local governments, forestry organizations, universities, professional societies, environmental and conservation groups.**

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Type	Item # Goal	Strat	Object	Description
O			*4.3.1*	*Partner with SCFA, ACF, Clemson University, NASF, SGSF, and other related organizations to identify common messages and deliver to targeted audiences.*
O			*4.3.2*	*Improve contacts and communication with local governments.*
O			*4.3.3*	*Encourage SCFC personnel to participate in landowner associations and other forestry and conservation-related organizations.*
G	**5**			**Prepare to Meet Future Demands**
S		**5.1**		**Maintain a capable, well-trained and diverse work team.**
O			*5.1.1*	*Actively recruit and employ highly-qualified, diverse individuals who are committed to providing excellent customer service.*
O			*5.1.2*	*Support and encourage development and networking opportunities for agency personnel in work-related professional organizations/associations/societies.*
O			*5.1.3*	*Use the Exit Interview as a tool to improve work environment conditions, employee satisfaction and employee retention.*
S		**5.2**		**Review staffing levels and organizational structure to ensure agency is in a position to supply needed services.**
O			*5.2.1*	*Review staffing levels and organizational structure to ensure continued forestry services are delivered cost effectively and efficiently.*
O			*5.2.2*	*Develop an agency workforce plan to ensure a continuous supply of highly trained, proficient workers.*
S		**5.3**		**Provide employees with a safe and productive working environment.**
O			*5.3.1*	*Maintain the agency's physical fitness standards based on the specific job requirements.*
O			*5.3.2*	*Conduct vehicle and equipment operation safety training to reduce the number of accidents.*
O			*5.3.3*	*Decrease the agency's workers' compensation injuries and accidents.*

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Performance Measurement Template

	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Announced capital investment in forestry	$353.9 million	$262 million	$400 million	July 1 - June 30	SC Forestry Commission (SCFC) and SC Department of Commerce (SCDOC) Records, Monthly	Annual	Sum of $ capital investment announced	1.1.1, 3.1.1, 3.1.3
2	Announced new job creation in forestry	287 jobs	286 jobs	400 jobs	July 1 - June 30	SCFC and SCDOC Records, Monthly	Annual	Sum of # new jobs announced	1.1.1, 3.1.1, 3.1.3
3	Industry Timber Production and Consumption (thousand cubic feet)	564,171	646,106	750,000	January 1 - December 31	US Forest Service Timber Products Output (TPO) Program, Biennially	Biennial	Data derived from TPO survey	1.1.1, 1.1.2, 3.1.1 - 3.1.4, 3.2.1
4	Forest Inventory and Analysis (FIA) plot production	641 (100%)	652 (97%)	670 (100%)	January 1 - December 31	US Forest Service FIA Program, Monthly	Annual	Sum of # plots completed (% of goal)	1.1.1, 1.2.1, 1.2.2, 1.2.3, 5.1.1, 5.2.2
5	Forest Inventory and Analysis (FIA) Accuracy Scores (percent)	93.50%	92.50%	≥95%	January 1 - December 31	US Forest Service FIA Program, Annually	Annual	Average of individual QA/QC scores as reported by US Forest Service FIA	1.1.1, 1.2.1, 1.2.2, 1.2.3, 5.1.1, 5.2.2
6	Seedlings Sold	2,245,388	1,589,696	5,000,000	July 1 - June 30	SCFC Seedling Sale Records, Weekly	Annual	Sum of # of seedlings sold	1.3.1 - 1.3.3, 3.1.1, 3.1.3
7	3rd generation improved seed produced (pounds)	100	38	625	July 1 - June 30	SCFC Cone Harvest Records, Annually	Annual	Sum of # of seed processed	1.3.1 - 1.3.3, 5.1.2
8	Average Wildfire Response Time (minutes)	35	36	≤30	July 1 - June 30	Agency Dispatch Records, Monthly	Annual	Time between initial report of wildfire and arrival of first firefighting unit	2.1.1 - 2.1.3
9	Frontline Firefighting Dozers within 15- year service life	65%	66%	72%	July 1 - June 30	Agency Fleet Records, Annually	Annual	Analysis of age of dozers in agency fleet records	2.1.1 - 2.1.4
10	Frontline Dozers with enclosed cabs	25%	22%	40%	July 1 - June 30	Agency Fleet Records, Annually	Annual	Number of enclosed cabs divided by desired frontline fleet (160)	2.1.1, 2.1.3, 2.1.4, 3.1.2
11	Dozer Operators	146	150	155	July 1 - June 30	SCEIS RH010.1A & SCEIS RH010.1B Reports, Daily	Monthly	SCEIS reports sorted to provide number of filled dozer operator FTEs	2.1.1, 2.1.3, 2.1.4, 3.1.2, 5.1.1, 5.2.1
12	Forestry Best Management Practices (BMP) Compliance	93%	97%	>95%	Triennial	Agency Records, Triennially	Triennial	Most recent BMP Monitoring Survey	2.1.2, 2.3.1 - 2.3.3, 3.1.1 - 3.1.4, 3.2.1 - 3.2.3, 4.1.1, 4.1.2, 4.2.1, 4.2.2, 4.3.1, 4.3.2, 5.2.1
13	Landowners assisted	2,434	2,274	2,500	July 1 - June 30	SCFC 3209-1 Database, Monthly	Monthly	Total number of forest landowners who receive assistance documented by a case file or other written record. A landowner is to be recorded only once during a fiscal year regardless of the number of times assisted.	1.1.3, 1.3.1, 1.3.3, 2.1.4, 2.1.5, 2.2.1, 2.3.2, 3.1.1 - 3.1.4, 3.2.1 - 3.3.3, 4.2.1, 4.2.2
14	Forest Management technical assistance provided by SCFC Foresters (acres)	136,132	98,440	100,000	July 1 - June 30	SCFC 3209-1 Database, Monthly	Monthly	Total number of acres for which written recommendations have been provided. The sum of Rural Forestry Assistance (RFA) New, RFA Revised, Forest Stewardship Program (FSP) New, FSP Revised and Cost Share Exams.	1.1.3, 1.3.1, 1.3.3, 2.1.4, 2.1.5, 2.2.1, 2.3.2, 3.1.1 - 3.1.4, 4.2.1, 4.2.2

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Performance Measurement Template

	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
15	Forest Management assistance customer satisfaction level	95%	95%	100%	July 1 - June 30	SCFC Survey, Daily	Quarterly	Averaging of all survey responses from recipients of RFA and Stewardship plans, forestry services, and cost share assistance	1.1.3, 2.1.4, 2.1.5, 2.2.1, 2.3.2. 3.1.1 - 3.1.4, 4.2.2, 5.1.1
16	Forest Renewal Program (FRP) reforestation backlog	$1,410,313	$1,406,022	$1,000,000	June 30	SCFC FRP Database, Daily	Annual	Total value of all unfunded FRP applications at the completion of initial allocation for the fiscal year. The sum product of the acres of approved practices and the cost share rates.	1.1.3, 1.3.1, 1.3.3, 2.1.4, 2.1.5, 2.2.1, 2.3.2, 2.3.3, 3.1.1 - 3.1.4, 4.1.2, 4.2.2
17	State Forests - Gross Revenue	$2,363,876	$ 1,979,540	$2,700,000	June 30	Agency Records, Periodically	Annual	Sum of all revenue generated on all state forests	1.1.2, 1.1.3, 1.3.1, 1.3.2, 2.1.1 - 2.1.5, 2.2.1, 2.2.2, 2.3.1 - 2.3.3, 3.1.4, 3.2.3, 4.1.2, 4.2.1
18	State Forests - Net Revenue	($354,970)	($346,608)	$100,000	June 30	Agency Records, Periodically	Annual	Sum of all expenses subtracted from the sum of all revenue	1.1.2, 1.1.3, 1.3.1 - 1.3.3, 2.1.1 - 2.1.5, 2.2.1, 2.2.2, 2.3.1 - 2.3.3, 3.1.4, 3.2.3, 4.1.2, 4.2.1
19	State Forests - Payments to county school districts	$585,420	477,608	$675,000	June 30	Agency Records, Annually	Annual	Sum of all forest product sales, rental payments, and user fees generated on agency-owned land multiplied by 25% (Agency's target is to have this reduced to 10%)	1.1.2, 1.1.3, 1.3.1, 1.3.2, 2.1.1 - 2.1.5, 2.2.1, 2.2.2, 2.3.1 - 2.3.3, 3.1.4, 3.2.3, 4.1.2, 4.2.1
20	Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest	77	80	82	June 30	Collected by SCFC personnel, Periodically	Annual	Sum of all active groups as defined by US Fish & Wildlife criteria	1.1.3, 2.1.2 - 2.1.4, 2.2.1, 2.2.2, 2.3.2, 3.1.4, 3.2.3, 4.1.2, 4.2.1
21	Urban & Community Forestry program outreach (citizens served)	1,815,661	1,879,149	2,000,000	July 1 - June 30	Agency Records, Monthly	Annual	Sum of the census populations of communities assisted as provided by US Forest Service Community Assistance Reporting System	1.2.2, 2.1.3, 2.1.4, 2.2.2, 2.2.3, 3.2.1 - 3.2.3, 4.1.1, 4.1.2
22	Test Score Improvement - Wood Magic Forest Fair	62%	64%	>60%	Fall	Event records, available in December	Annual	Increase in knowledge of Wood Magic participants as calculated by dividing the average of the pre-test scores by the average of the post-test scores expressed as a percentage	1.1.2, 2.1.4, 2.3.1, 3.1.1, 3.1.4, 3.2.2, 3.2.3, 4.1.1 - 4.3.2, 5.1.1, 5.2.1, 5.2.2
23	Forestry education program participants	1,723	2,045	2,000	Fall	Event records, Annually	Annual	Sum of number of all teachers and students participating in Wood Magic, Project Learning Tree and Teachers' Tour events	1.1.2, 2.1.4, 2.3.1, 3.1.1, 3.1.4, 3.2.2, 3.2.3, 4.1.1 - 4.3.2, 5.1.1, 5.2.1, 5.2.2
24	SCFC website hits	5,138,807	3,093,158	4,000,000	July 1 - June 30	Provided by host of website, Monthly	Annual	Sum of number of visits of all individual SCFC web pages	1.1.1 - 1.1.3, 1.2.1, 1.2.2, 1.3.1, 1.3.3, 2.1.2 - 2.1.5, 2.2.1, 2.3.1 - 2.3.3, 3.1.1 - 3.1.4, 3.2.1 - 3.2.3, 4.1.1 - 4.3.2, 5.1.1

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Performance Measurement Template

	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
25	Staffing Level (FTEs)	331.55	349.55	357.55	July 1 - June 30	State Appropriations Act, Annually	Annual	Sum of appropriated FTEs	5.1.1, 5.2.1, 5.3.1
26	Work-related accidents/injuries	16	5	0	July 1 - June 30	Claims Activity Report & Accord Form, Daily	Monthly	Secondary reporting from predetermined calculations	5.3.1 - 5.3.3
27	Loss time incidents that resulted in day(s) away from work	5	0	0	July 1 - June 30	Claims Activity Report & OSHA Form 300, SCEIS leave records, Daily	Annual		5.3.1 - 5.3.3