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

Fiscal Year 2015-16
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.

AGENCY VISION	Across all ownerships, South Carolina's forest resources are managed sustainably to support an expanding forest products manufacturing industry while providing environmental services such as clean air, clean water, recreation and wildlife habitat.

Please state yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

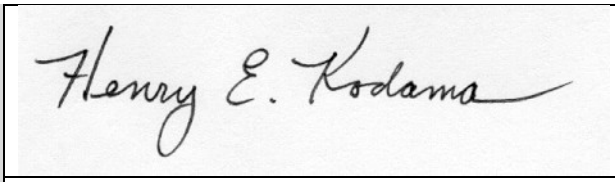
RESTRUCTURING RECOMMENDATIONS:	No

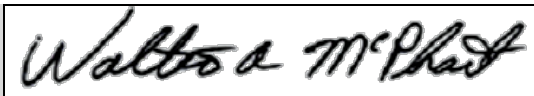
Please identify your agency's preferred contacts for this year's accountability report.

	Name	***Phone***	***Email***
PRIMARY CONTACT:	Doug Wood	(803) 896-8820	dwood@scfc.gov
SECONDARY CONTACT:	Tom Patton	(803) 896-8849	tpatton@scfc.gov

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

I have reviewed and approved the enclosed FY 2015-16 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR *(SIGN AND DATE)*:	
(TYPE/PRINT NAME):	Henry E. (Gene) Kodama

BOARD/CMSN CHAIR *(SIGN AND DATE)*:	
(TYPE/PRINT NAME):	Walt McPhail

AGENCY NAME:	South Carolina 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 $18.6 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 million acres enhancing the state's quality of life. A prime example of the agency's economic development actions and successes was its ongoing 20-by-15 Project as well as its current South Carolina Forestry 2020 Vision Initiative. The 2020 Vision was created by the Commission to coalesce its partners around a shared industry growth objective. The 20 by 15 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, which can be confirmed in early 2017. (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, a primary action by the agency was implementation of 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 non-emergency functions such as its private landowner and industry 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 75 percent of the 100 employees lost during the last downturn and the beginning of refilling of positions other than direct fire control staffing. (PM 11, 25) Funding for firefighting equipment replacement and safety enhancements with enclosed-cab bulldozers also improved with the passage of Act 271 in 2012, which provided annual baseline funding for four years and allocations of capital reserve funding to more rapidly replace unreliable equipment and open-cab bulldozers. (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 State Division of Technology (DTO) ramping up to address the threats. A positive factor is the cooperative efforts by the DTO 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 training, and filling IT positions. (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 services, 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 state statues and 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:

- Completed an economic impact study and hosted a 20 by 15 Forestry Summit to assess industry progress toward the $20 billion economic impact target and help align the industry toward reaching the goal. Created the SC Forestry 2020 Vision to continue industry momentum and coalesce partners toward common industry growth targets to be reached by 2020. Supported $267 million in industry investment, including HDF (high-density fiberboard) plant in Barnwell County, a wood chip and bark processing plant in Orangeburg County and a white oak barrel manufacturer in Bamberg County. These and other smaller projects created 227 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 $3 million in timber and other revenue to operate the state forests system and support county school systems. (PM 1-19, 25, Fig. 1-7)

- Attained the ability to produce 3rd generation improved pine seed and seedlings to increase timber production and ensure SC landowner access to state-of-the-art seedlings and top returns on investment. Conduct a satisfaction survey of seedling customers annually. (PM 6, 7, 25, Fig. 2)
- Hired a forest marketing specialist and developed a branding/marketing program for South Carolina Forest Products to improve markets and demand.

Plans to improve performance:

- Held Forestry Summit to a)highlight 20 by 15 Project progress toward the goal of $20 billion economic impact, b)set timeline to update forestry economic impact data and future wood supply projections and c)coalesce partners around South Carolina Forestry 2020 Vision to continue industry growth. 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) Fill genetics position at Niederhof tree improvement facility.

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 the lowest wildfire occurrence ever recorded for second consecutive year.
- Negative factors - Reduced firefighting capacity - inexperienced personnel and 59% open-cab bulldozers. (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.
  -Reduced equipment funding in the future from Act 271's $3+ million to S.973's $1.5 million annually to fill a $3.5 million annual need.
  -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.
- Act 271, capital reserve and recurring funds enabled the agency to acquire 66 safer, enclosed cab dozers (Fig. 4) toward the 160 target (210 existed in 2000) and restore approximately 75 percent 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 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 had to assume 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 staffing and service capacity.

Performance efforts and results:

- On target with Red-cockaded Woodpecker (RCW) recovery as a requirement of Sand Hills State Forest ownership; however, this restricts timber management options and is reducing revenue. Selling pine straw to help offset reduced timber revenue. (PM 17-20, Fig. 7)
- Investigated opportunity to reduce 25% revenue-sharing requirement without success; therefore the State Forest system is unable to generate enough revenue to cover expenses, which is a serious concern since the State Forests system is expected 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 and that revenue production is optimized. (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 replace reductions in federal funding 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)
- Request state funding to replace a portion of State Forest revenue required to be given to counties.

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 10 additional foresters to increase capacity for landowner services and 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 75% 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, services, communications and education 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 and reduce risks. (PM 25)
  -Lack of capacity at tree improvement center to meet genetic improvement goals and co-op requirements.

Performance efforts and results:

- New positions have restored some firefighting capacity but not adequately. (PM 8, 11, 25, Fig. 5)
- Agency has refilled some positions (eg. forest products marketing specialist, forester, communication & public information, information technology and nursery positions) to improve landowner assistance and outreach. (PM 1-3, 6, 7, 13-16, 20, 25, Fig. 1, 2, 6)
- Requested and received Clemson University study of benefits and economic value of agency landowner assistance foresters, which showed a 24:1 benefit-cost ratio.

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)
- Request tree improvement and nursery positions to meet requirements for tree improvement co-op participation and seedling quality and quantity for SC citizens.

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 protect the forest resource and 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."*

Risk Assessment and Mitigation Strategies

The results of the agency failing to accomplish its mission of "Protecting and developing the state's forest resources" would be as follows:

The most negative impact from a failure to protect the forest resource from wildfires would be uncontrolled wildfires that would destroy forests and structures, in turn resulting in a cascade of negative effects. Among these would be the loss of timber resources and investment returns by private landowners; decline of forest product manufacturing capacity and therefore jobs; wildlife habitat destruction; impaired water quality; soil erosion, lost recreational opportunities and revenue; increased timber theft and fraud on private lands; destruction of homes and businesses, and probably deaths.

The most negative impact from a failure to develop the forest resource would be a decline in forest industry retention and growth, which also would set into motion additional adverse consequences. Not only would the resultant lack of markets lead to reduced returns on landowner investments, but it would also cause a decline in active forest management, which equates to less timber production and therefore fewer industry jobs. Secondary effects from this lack of development and management would be an increase in forest insect and disease damage, damage to forested wetlands and waterways, and a decline in the public's understanding of the value of forests and the forest industry.

Outside help needed to mitigate the failure of the agency to accomplish its mission would consist of:

- Requesting additional fire protection resources from surrounding states, through the Southeastern Forest Fire Protection Compact and US Forest Service, which would require additional state funds to pay for these resources;
- Legislating increased penalties for illegal burning and allowing fires to escape;
- Seeking additional federal funding for wildfire control such as fire prevention campaigns and firefighting equipment.

To help resolve the issue before it became a crisis, the General Assembly could do the following:

- Provide additional funding for extensive wildfire prevention campaign.
- Provide stable funding for firefighting staff and required equipment replacement.
- Provide stable funding for retaining and growing the forest industry and encouraging landowners to actively manage their forest resources and grow more timber.

Figure 1. Forest-based economic development impact

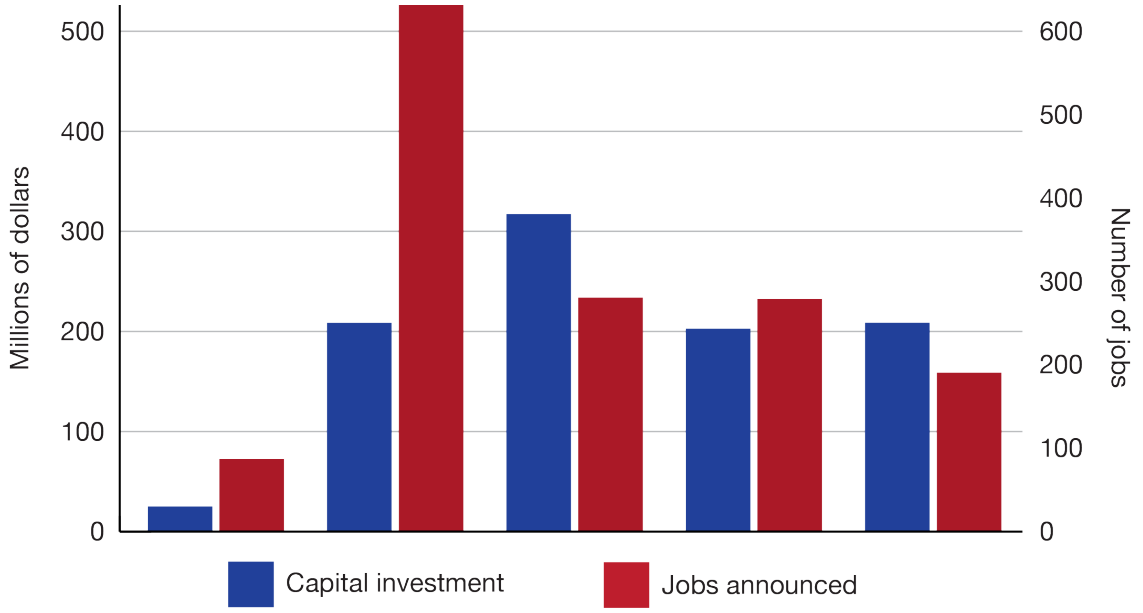


Figure 2. SC production of primary timber products, 1981-2011

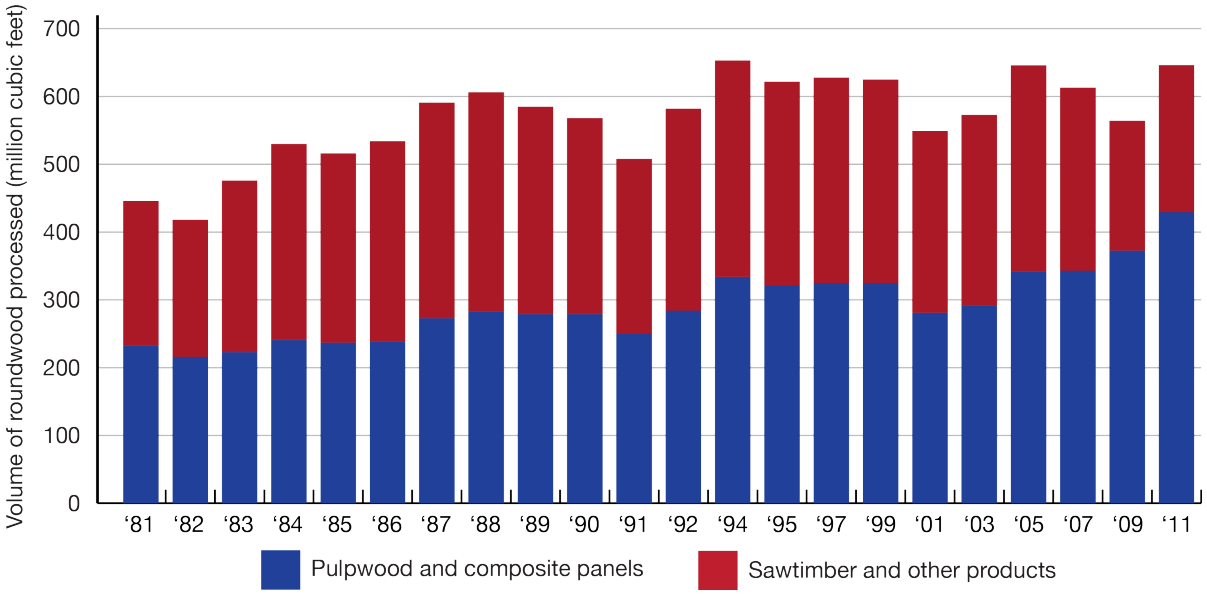


Figure 3. Forestry's economic impact in South Carolina

Highlights

- $18.6 billion 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

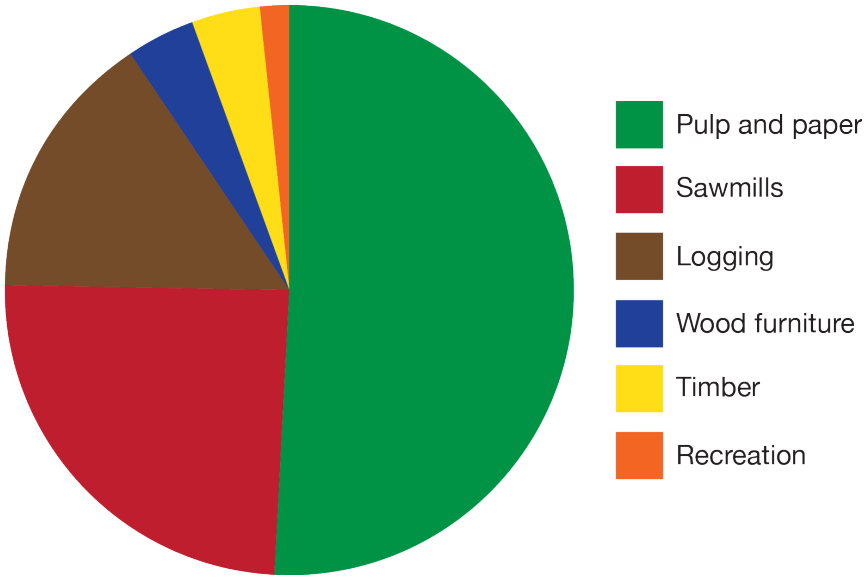


Figure 4. Firefighting dozers by service life category, FY2016

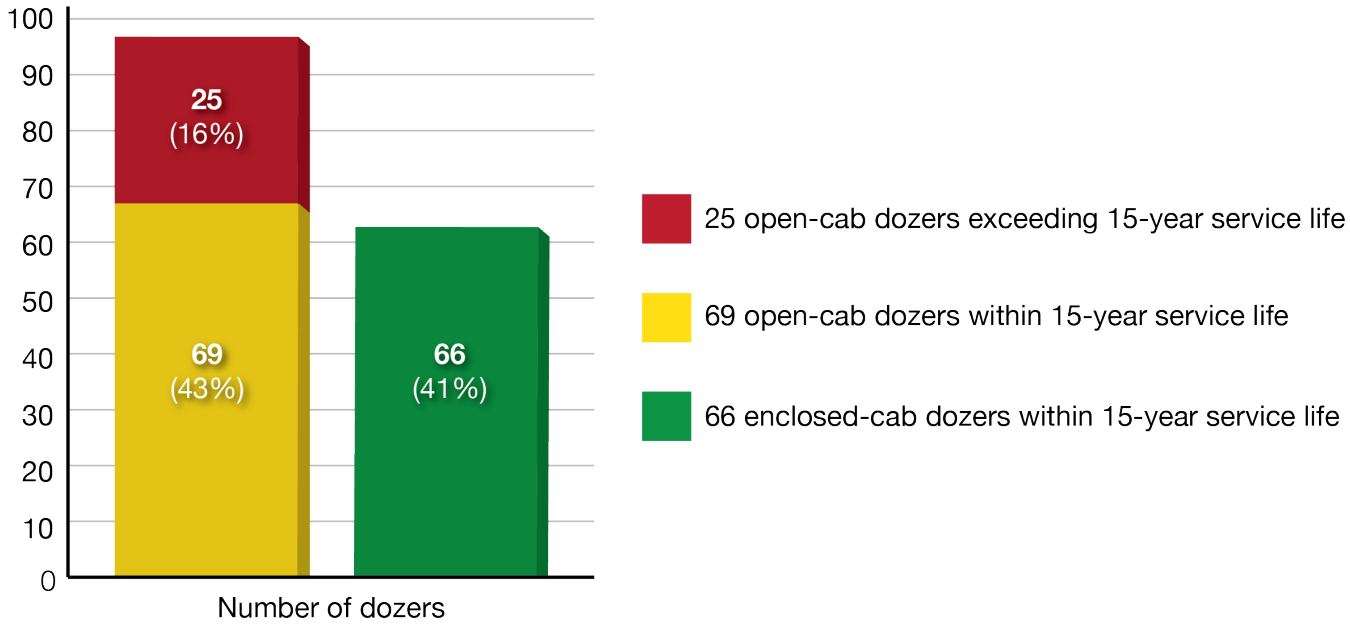


Figure 5. Average fire response time in minutes

(goal: 30 minutes or less at full staffing levels)

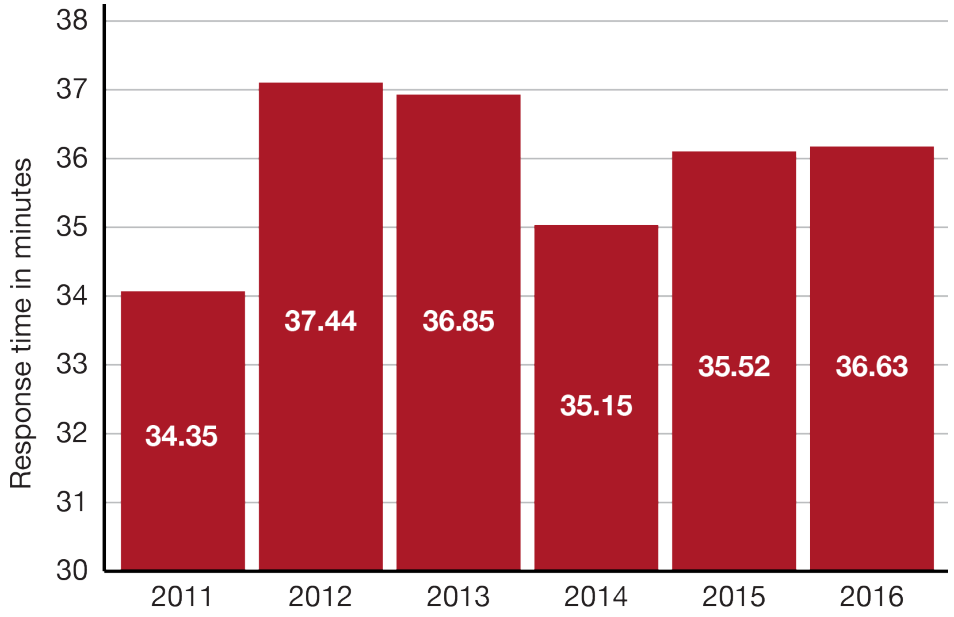


Figure 6. Landowners assisted and project foresters by fiscal year

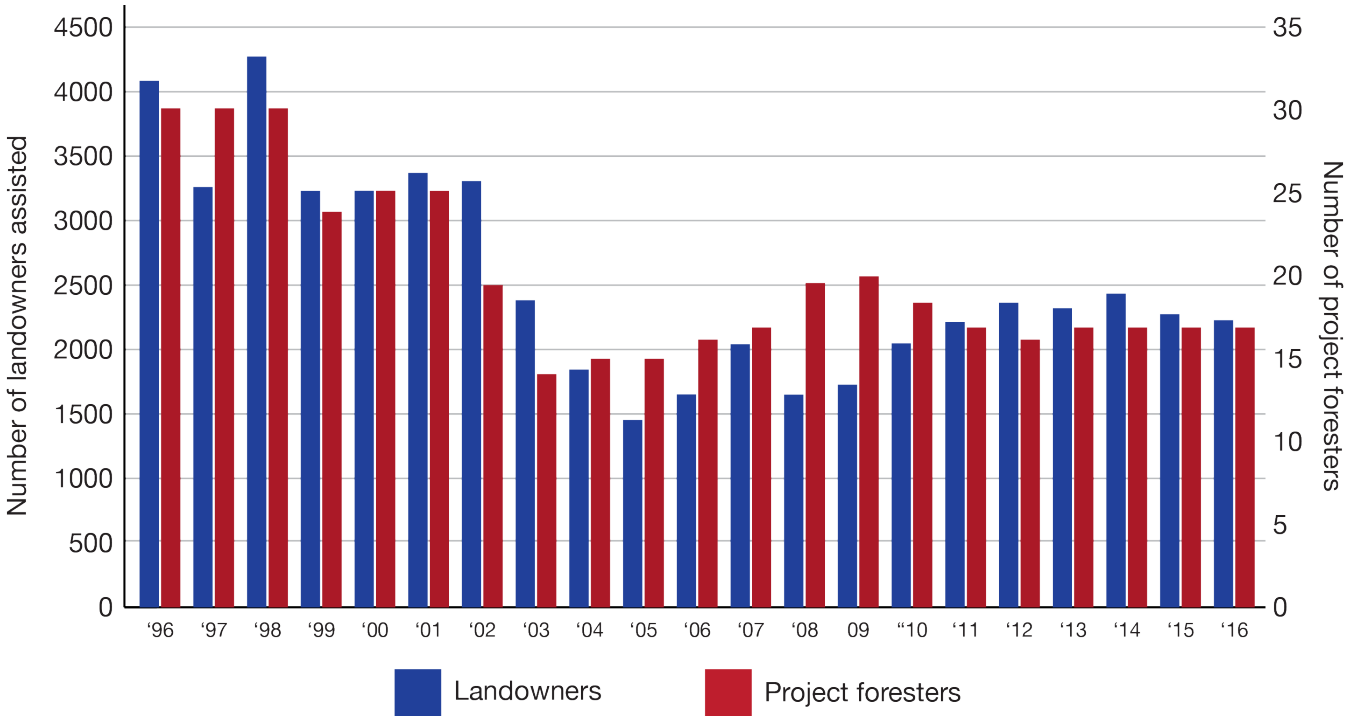


Figure 7. Payments to county school districts from State Forests system

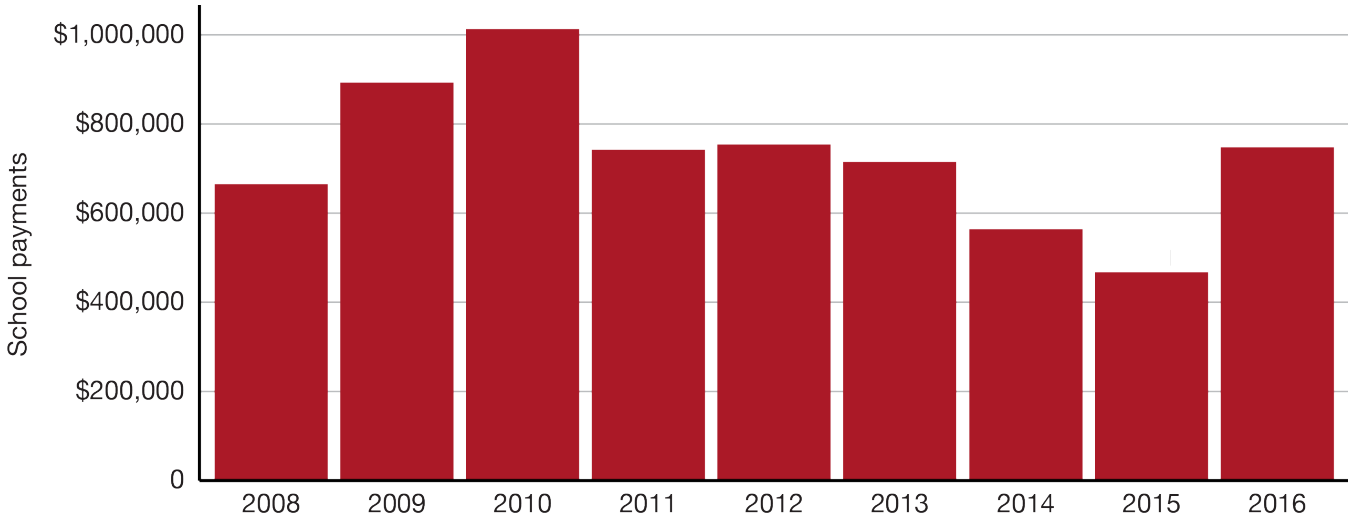
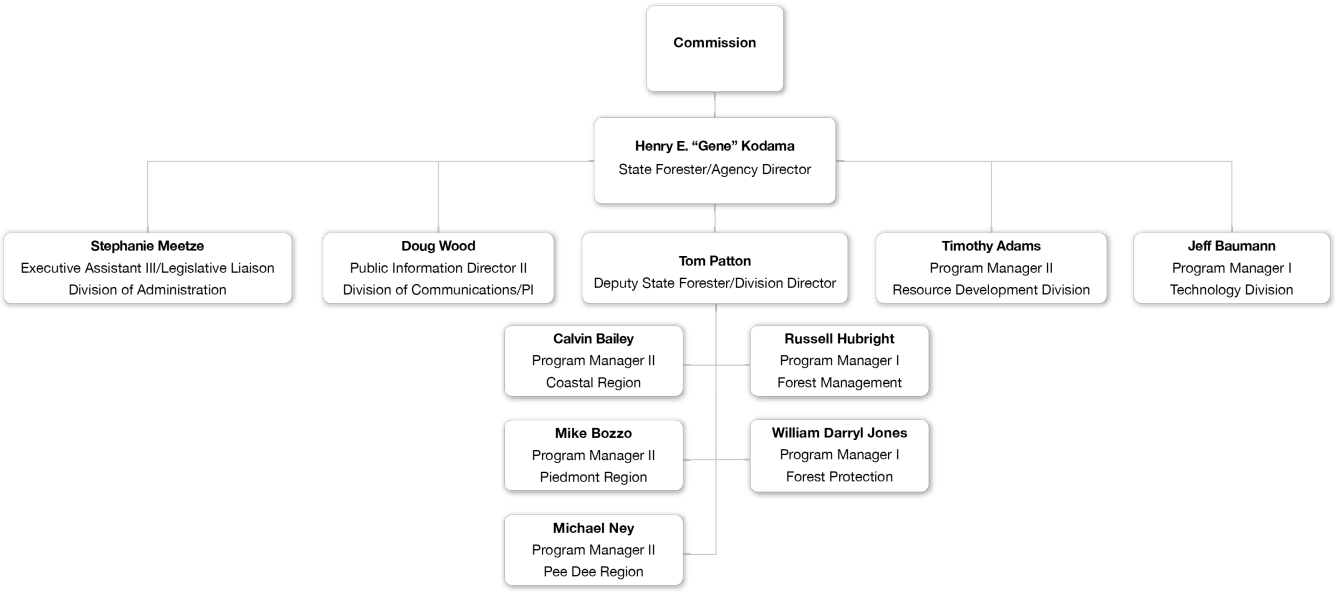


Figure 8. SC Forestry Commission Organizational Chart



gency Name:	South Carolina Forestry Commission	Fiscal Year 2016-17 Accountability Report
gency Code: P120	Section: 43	Strategic Planning Template

Type	Item # Goal	Strat	Object	Associated Enterprise Objective	Description
G	1			Public Infrastructure and Economic Development	**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			Maintaining Safety, Integrity and Security	**Protect the Resource**
S		2.1			**Ensure prompt and effective response to wildfires and other natural disasters.**
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			Government and Citizens	**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.*
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			Education, Training, and Human Development	**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.**
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.*

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Strategic Planning Template

Type	Item # Goal	Strat	Object	Associated Enterprise Objective	Description
O			*4.3.3*		*Encourage SCFC personnel to participate in landowner associations and other forestry and conservation-related organizations.*
G	5			Education, Training, and Human Development	**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

Item	Performance Measure	Target Value	Actual Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)
1	Announced capital investment in forestry	$400 million	$267 million	$300 million	July 1 - June 30	SC Forestry Commission (SCFC) and SC Department of Commerce (SCDOC) Records, Monthly	Sum of $ capital investment announced	1.1.1, 3.1.1, 3.1.3
2	Announced new job creation in forestry	400 jobs	227 jobs	400 jobs	July 1 - June 30	SCFC and SCDOC Records, Monthly	Sum of # new jobs announced	1.1.1, 3.1.1, 3.1.3
3	Industry Timber Production and Consumption (thousand cubic feet)	750,000	646,106 (2011 TPO)	750,000	January 1 - December 31	US Forest Service Timber Products Output (TPO) Program, Biennially	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	670 (100%)	613 (91%)	644	January 1 - December 31	US Forest Service FIA Program, Monthly	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)	≥95%	93%	>95%	January 1 - December 31	US Forest Service FIA Program, Annually	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	5,000,000	1,168,559	5,000,000	July 1 - June 30	SCFC Seedling Sale Records, Weekly	Sum of # of seedlings sold	1.3.1 - 1.3.3, 3.1.1, 3.1.3
7	3rd generation improved seed produced (pounds)	625	500	625	July 1 - June 30	SCFC Cone Harvest Records, Annually	Sum of # of seed processed	1.3.1 - 1.3.3, 5.1.2
8	Average Wildfire Response Time (minutes)	≤30	37	≤35	July 1 - June 30	Agency Dispatch Records, Monthly	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	72%	74%	82%	July 1 - June 30	Agency Fleet Records, Annually	Analysis of age of dozers in agency fleet records	2.1.1 - 2.1.4
10	Frontline Dozers with enclosed cabs	40%	41%	49%	July 1 - June 30	Agency Fleet Records, Annually	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	155	152	160	July 1 - June 30	SCEIS RH010.1A & SCEIS RH010.1B Reports, Daily	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	>95%	97%	>95%	Triennial	Agency Records, Triennially	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	2,500	2,227	2,500	July 1 - June 30	SCFC 3209-1 Database, 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)	100,000	76,200	100,000	July 1 - June 30	SCFC 3209-1 Database, 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
15	Forest Management assistance customer satisfaction level	100%	96%	100%	July 1 - June 30	SCFC Survey, Daily	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 unfunded backlog	$1,000,000	$923,216	$1,000,000	June 30	SCFC FRP Database, Daily	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	$2,700,000	$2,972,549	$2,700,000	June 30	Agency Records, Periodically	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	$100,000	$316,598	$100,000	June 30	Agency Records, Periodically	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	$675,000	$734,796	$675,000	June 30	Agency Records, Annually	Sum of all forest product sales, rental payments, and user fees generated on agency-owned land multiplied by 25%.	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	82	100	105	June 30	Collected by SCFC personnel, Periodically	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)	2,000,000	2,019,328	2,000,000	July 1 - June 30	Agency Records, Monthly	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	>60%	81%	70%	Fall	Event records, available in December	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	2,000	4,353	4,000	Fall	Event records, Annually	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	4,000,000	Unavailable. The Division Of Technology has lost this data for this time period, and it is unrecoverable. The DTO was able to provide the number of website hits from March 13-June 30, however: 376,848	4,000,000	July 1 - June 30	Provided by host of website, Monthly	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
25	Staffing Level (FTEs)	357.55	357.55	362.55	July 1 - June 30	State Appropriations Act, Annually	Sum of appropriated FTEs	5.1.1, 5.2.1, 5.3.1
26	Work-related accidents/injuries	0	1	0	July 1 - June 30	Claims Activity Report & Accord Form, Daily	Secondary reporting from predetermined calculations	5.3.1 - 5.3.3

27	Loss time incidents that resulted in day(s) away from work	0	0	0	July 1 - June 30	Claims Activity Report & OSHA Form 300, SCEIS leave records, Daily	5.3.1 - 5.3.3

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Program Template

Program/Title	Purpose	FY 2015-16 Expenditures (Actual) General	Other	Federal	TOTAL	FY 2016-17 Expenditures (Projected) 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).	$ 1,089,818			**$ 1,089,818**	$ 1,170,077			**$ 1,170,077**	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).	$ 14,304,741	$ 6,777,317	$ 3,697,769	**$ 24,779,827**	$ 14,887,368	$ 7,716,743	$ 4,055,530	**$ 26,659,641**	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).		$ 2,655,951		**$ 2,655,951**		$ 2,670,000		**$ 2,670,000**	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).	$ 289,678			**$ 289,678**	$ 291,182			**$ 291,182**	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
					$ -				**$ -**	
		$ 15,684,237	$ 9,433,268	$ 3,697,769	**$ 28,815,274**	$ 16,348,627	$ 10,386,743	$ 4,055,530	**$ 30,790,900**	

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statuary Requirement and/or Authority Granted	Associated Program(s)
1	Sections 48-23-10 through 48-23-60	State	Statute	Establishes the SC Forestry Commission, terms of office, and qualifications of Commissioners, meetings, and reimbursement, qualifications/duties of State Forester.	Education, Forest Protection & Development, State Forests, Administration
2	Sections 48-23-70 through 48-23-86	State	Statute	Defines unlawful acts on State Forests. Authorizes the SC Forestry Commission to buy, sell, and rent property, cooperate with federal agencies in reforestation, negotiate agreements for fire suppression, develop forest disaster plans.	Forest Protection & Development, State Forests, Forest Management
3	Section 48-23-90: General duties of Commission	State	Statute	Reports to the General Assembly on forest conditions. Prevent, control, and extinguish fires. Enforce forest laws. Advise and assist private land owners. Promote public appreciation of the advantages of forestry and the value of forests.	Administration, Forest Protection & Development, State Forests, Education, Education
4	Sections 48-23-95 through 97: Forest law enforcement	State	Statute	Defines forest law enforcement jurisdiction, responsibilities, and procedures.	Forest Protection & Development
5	Section 48-23-100: Growing and selling forest tree seedlings and transplants	State	Statute	Defines the growth and sale of forest tree seedlings and transplants; restrictions; receipts to revolving fund; purchase for resale and revolving fund.	Forest Protection & Development
6	Section 48-23-120	State	Statute	Acquisition of real estate for timber production and other purposes	Administration, Forest Protection & Development, State Forests
7	Section 48-23-130: Acquisition by Commission of Lands for State Forests	State	Statute	Allows the agency to enter into agreements with federal or other agencies for the acquisition of lands.	State Forests
8	Section 48-23-260: Counties containing State Forest Lands Shall Share in Revenues	State	Statute	25% of gross revenue earned from certain privileges on state forest land each year is provided to the counties in which revenue is earned to be spent for “general school purposes.”	State Forests
9	Section 48-23-265: Defines Timber Theft and Fraud	State	Statute	Defines timber theft and fraud.	Forest Protection & Development, Forest Management
10	Section 48-23-295 Forestry Services to Landowners	State	Statute	Scientific, technical, practical. Provides for assistance with afforestation, reforestation, maximum production of woodlands. Specialized equipment/operators or rental of same. Reasonable fees may be charged and receipts retained.	Forest Protection & Development
11	Chapter 28: The Forest Renewal Program Section 48-28-10 through 100	State	Statute	Implementation of cost share. Eligibility of landowners.	Forest Protection & Development, Administration

12	Chapter 30: Primary Forest Product Assessment Section 48-30-10 through 48-30-80	State	Statute	Describes how funds will be collected for Forest Renewal Program.	Forest Protection & Development
13	Chapter 33: Forest Fire Protection Act Section 48-33-10 through 90	State	Statute	Definitions of forest land/forest fire. The SC Forestry Commission shall direct forest fire protection work. County forestry boards: terms and duties.	Forest Protection & Development
14	Chapter 34: Prescribed Fire Act Section 48-34-10 through 48-34-60	State	Statute	Establishes requirements for conducting prescribed fires. Established Certified Prescribed Fire Manager course and provides limited liability protection to certified burners. Defines prescribed fire and clarifies the role of the certified burner.	Forest Protection & Development
15	Chapter 35: Regulation of Fires on Certain Lands Section 48-35-10 through 48-35-60		Statute	Requires notification to the SC Forestry Commission and precautions before conducting outdoor burning. Establishes the ability for State Forester and the Governor to enact burning bans.	Forest Protection & Development
16	Chapter 36: Best Management Practices Act Section 48-36-10 through 48-36-30	State	Statute	Sets guidelines for silvicultural activities to protect water quality, soil quality, and productivity, wildlife habitat, and the aesthetic integrity of the forest.	Forest Protection & Development
17	Chapter 37: Southeastern Interstate Forest Fire Protection Compact Section 48-37-10 through 48-37-60	State	Statute	Allows sharing of wildland firefighting resources between the 13 states in the Southern Region through mutual aid via the Southeastern Interstate Forest Fire Protection Compact.	Forest Protection & Development
18	Proviso 43.1	State	Proviso	Grant Funds Carry Forward - Authorizes unexpended grant funds in the current year to pay for expenditures incurred in the prior year.	Forest Protection & Development, Administration
19	Proviso 43.2	State	Proviso	Retention of Emergency Expenditure Refunds - Authorizes agency to retain all funds received as reimbursement of expenditures from other state or federal agencies when personnel and equipment are mobilized due to an emergency.	Forest Protection & Development, Administration
20	Proviso 43.3	State	Proviso	Commissioned Officers' Physicals - Authorizes the Commission to pay the cost of physical examinations for agency personnel who are required to receive such physical examinations prior to receiving a law enforcement commission.	Forest Protection & Development, Administration, State Forests
21	Proviso 43.4	State	Proviso	Compensatory Payment - Authorizes exempt employees of the agency may be paid for actual hours worked in lieu of compensatory time, at the discretion of the agency director, and providing funds are available.	Administration
22	Proviso 8.4 (was Proviso 101.4)	State	Proviso	Wireless Communications Tower: Department of Administration control of all tower leases and new tower constructions.	Forest Protection & Development, Administration
23	Proviso 93.23 (was Proviso 101.23)	State	Proviso	Sale of surplus real property - Authorizes SC Forestry Commission to retain the net proceeds from the sale of surplus land for use in firefighting operations and replacement of firefighting equipment.	Forest Protection & Development, Administration
24	Proviso 93.25 (was Proviso 101.32)	State	Proviso	Cyber Security - Adoption and Implementation of cyber security policies, guidelines, and standards.	State Forests, Forest Protection & Development, Administration, Education

25	Proviso 117.15	State	Proviso	Allowance for Residences & Compensation Restrictions - Authorizes residences for forestry aides and caretaker at central headquarters.	Forest Protection & Development, Administration, State Forests
26	Proviso 117.84 (was Proviso 117.89)	State	Proviso	Websites - Providing link on agency website to monthly state procurement card statements or report with same information.	Administration
27	Proviso 117.107 (was Proviso 117.117)	State	Proviso	Data Breach Notification - Requirements for state agencies.	Administration
28	Proviso 117.133 (was Proviso 117.131)	State	Proviso	Information Technology Disaster Recovery Plan.	Administration
29	Proviso 117.114 (was Proviso 117.132)	State	Proviso	Information Technology and Information Security Plans.	Administration
30	42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act	Federal	Statute	Allows the Federal Government to provide assistance to state government to relieve hardship and damage that occur from disasters. Provides access to grants and severity funds after disasters.	Forest Protection & Development, Administration
31	7 U.S.C. Section 136: Endangered Species Act	Federal	Statute	Designed to protect species from extinction. Requires the SC Forestry Commission to manage for threatened & endangered species on state forests.	Forest Protection & Development, State Forests, Forest Management
32	42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act	Federal	Statute	Designed to control air pollution on a national level. Administered in SC by DHEC, this law impacts wildfire suppression, prescribed burning, and forest management. The SC Forestry Commission and DHEC jointly administer South Carolina's Smoke Management Guidelines.	Forest Protection & Development, Forest Management
33	P.L. 95-313: Cooperative Forestry Assistance Act	Federal	Statute	Authority of the United States Forest Service to provide financial and technical assistance to states and private landowners on a variety of forestry issues, including forest management and stewardship, fire protection, insect and disease control, reforestation and stand improvement, and urban forestry.	Forest Protection & Development, Administration
34	33 U.S.C. Section 1251-1387: Clean Water Act	Federal	Statute	Primary federal law governing water pollution. Administered in SC by DHEC, this law governs forest management activities in wetlands, road construction, and impacts to water quality. The SC Forestry Commission administers South Carolina's Best Management Practices for Forestry through an MOU with SCDHEC.	Forest Protection & Development, State Forests
35	Proviso 117.85 (was 117.89)	State	Proviso	Requires agency to provide link on its website to the website that posts the agency’s monthly procurement card statement or reports	Administration
36	Proviso 117.107 (was 117.110)	State	Proviso	Data Breach Notification - Requirements for state agencies.	Administration
37	Proviso 117.118 (replaced 117.131 and 117.132)	State	Proviso	Requires agency to submit an information technology plan and an information security plan for Fiscal Year 2015-16 and submit updates if there are changes following initial submission	Administration

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Customer Template

Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	*Specify only for the following Segments:* (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.
Administration	Provide administrative support, i.e. payroll, benefits, procurement, etc. to agency personnel (SC Code of Laws Title 48, Chapters 23 - 37).	Human Resources, Procurement, Accounts Payable, Accounts Receivable, Finance	Executive Branch/State Agencies	
			General Public	Vendors, Private Citizens
Forest Protection & 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).	Wildfire suppression, Fire Prevention, Control of forest pests, Damage Assessment, Incident Management, Water Quality Protection	Executive Branch/State Agencies	
			Legislative Branch	
			Judicial Branch	
			Local Govts.	
			General Public	Private citizens, forest landowners, residents in the wildand-urban interface
			Industry	Forest Industry in SC
		Forest Management Plans	General Public	All South Carolina citizens, with particular emphasis on landowners owning at least 10 acres of forest
		Forest Management and Timber Sale Assistance	Executive Branch/State Agencies	
		Seedling sales	General Public	Forest landowners, Christmas tree growers
		Seed Sales	Industry	Corporate nurseries: Weyerhaeuser, ArborGen, International Forest Seed, K&L Nursery
		Courtesy Best Management Practice (BMP) Exam	General Public	Forest landowners
		BMP Training	Industry	Timber operations professionals
		BMP Monitoring	General Public	Forest landowners
		Forest Inventory & Analysis (FIA) data	Industry	All primary forest industry processors
		Forest Product Market Reports & data	Industry	Primary and secondary forest product exporters
		FIA Woodbasket Analysis	Industry	New or existing primary forest product manufacturers
		Economic Contribution of Forestry	General Public	All South Carolina citizens, with particular emphasis on forest landowners
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).	Forest-based recreation	General Public	Visitors to state forests
		Forest products	Industry	Forest products industry
		25% of forest products sales revenue	School Districts	
		Non-timber products (ecosystem services such as clean water)	General Public	All citizens
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).	Wood Magic Forest Fair	School Districts	
		Project Learning Tree (PLT)	School Districts	
		Environmental Education	School Districts	
		Information about forests, forest benefits, forest products, forest protection, forest management and practices, resource development and forest science	General Public	All South Carolina citizens, with particular emphasis on landowners owning at least 10 acres of forest

Agency Name:	South Carolina Forestry Commission		
Agency Code:	P120	Section:	043

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Objective(s)
SC Department of Health and Environmental Control	State Government	Memorandum of Understandings in place related to air quality (prescribed fire and smoke management) and related to water quality (Forestry Best Management Practices).	**2.1.2-2.1.5, 2.3.1-2.3.3**
SC Emergency Management Division	State Government	SC Forestry Commission is the lead for ESF-4, Wildland Firefighting, and participates in state-level activations of the state emergency operations center. Provide input to response plans, staffing at SEOC, expertise on incident management, firefighting, and assist with response to natural and man-made disasters. Provide law enforcement support, aircraft support, and debris removal crews after hurricanes and when lane reversal operations occur. EMD supports the SC Forestry Commission when large wildfires occur, assisting with resource requests and interfacing with FEMA.	**2.1.1-2.1.5, 2.2.1-2.2.3**
SC Department of Natural Resources	State Government	SC Forestry Commission provides forest management assistance to the SC DNR including timber sale assistance, prescribed burning, and firebreak plowing. The agencies also have an agreement regarding Wildlife Management Areas. SC Forestry Commission is a cooperating agency in SC Quail Council and the Heritage Trust Advisory Board.	**2.1.2-2.1.5, 2.2.1-2.2.3,**

SC National Guard	State Government	Conduct annual joint training. Participate in tabletop and functional exercises to prepare for wildland firefighting. During high wildfire periods, use SCNG aircraft equipped with Bambi buckets to suppress wildfires and protect homes from damage. Provide military appreciation hunts and forestry awareness programs.	**2.1.2-2.1.4**
SC Law Enforcement Division - SLED	State Government	Provide state incident management team to support response to man-made or natural disasters. Coordinate response, account for responders, and formulate plans for incidents. Use SLED helicopter equipped with Bambi bucket provided by the SC Forestry Commission under the existing MOU to suppress wildland fires. Provide law enforcement assistance to SLED as requested for support of hurricanes and other disasters.	**2.1.1-2.1.5**
SC Department of Commerce	State Government	The SC Forestry Commission has an MOU with the SC Department of Commerce to work together to grow the impact of forestry to the state's economy.	**1.1.1, 1.1.2**
Clemson University	State Government	The SC Forestry Commission has agreements with Clemson University for insect and disease control, landowner outreach, disaster response, guest lecturers, and wood use and design.	**1.1.2, 2.3.2**

South Carolina GIS Coordination Council	Professional Association	The SC Forestry Commission partners with SCGIS to help coordinate activities among and between all other agencies in the state that perform geographical information systems (GIS) duties. This coordinating includes spatial data collection and management, standards development and data and information sharing. Cooperating council members include: Aeronautics Commission, DHEC, DNR, Revenue and Fiscal Affairs, DOR, DOT, EMD, Santee Cooper, SLED, DPS, USC-Institute for Families in Society, Army National Guard and the State Mapping Advisory Committee.	**1.1.1, 1.1.2**
National Park Service	Federal Government	The SCFC and USFS cooperate on wildfire suppression, fire prevention, federal excess equipment, and training through a Cooperative Agreement.	**2.1.1-2.2.3**
South Carolina State Firefighters' Association	Professional Association	SCSFA represents fire departments across the state, and is a key partner in disseminating information, joint training, and mobilization of resources.	**2.1.1-2.2.3**
SC Forestry Association	Non-Governmental Organization	SC Forestry Commission works with South Carolina Forestry Association staff and members on numerous resource development projects, forest management issues, legislative issues, and landowner outreach.	**3.1.1-3.1.4**
National Wild Turkey Federation	Non-Governmental Organization	SC Forestry Commission works with NWTF on landowner outreach and various forestry issues. SCFC also partners with NWTF on nursery and tree improvement projects.	**1.3.3; 3.1.1-3.1.4**
USDA Farm Service Agency	Federal Government	SCFC provides technical assistance to landowners who are participating in FSA programs such as EFRP and CRP. SCFC and FSA currently have an agreement through which FSA reimburses SCFC for costs associated with providing this assistance.	**3.1.1, 3.1.3**

USDA Forest Service	Federal Government	The SCFC and USFS cooperate on wildfire suppression, fire prevention, federal excess equipment, and training through a Cooperative Agreement. The USFS also provides funding for these programs as well as for Forest Stewardship, Urban & Community Forestry and SCFC's Forest Inventory & Analysis (FIA) program. The SC Forestry Commission's FIA crews collect forest resource data for the US Forest Service FIA database. Mill data for the Timber Production Output program is collected by Forestry Commission staff every two years.	**1.2.1-1.2.3; 2.1.1-2.2.3; 3.1.1-3.1.4;**
USDA Natural Resources Conservation Service	Federal Government	SCFC provides technical assistance to landowners who are participating in NRCS programs such as EQIP. SCFC and NRCS currently have a Contribution Agreement through which NRCS reimburses SCFC for costs associated with providing this assistance. SCFC often partners with NRCS on landowner outreach efforts.	**3.1.1, 3.1.3; 4.1.1, 4.2.1, 4.3.1**
Longleaf Alliance	Non-Governmental Organization	SCFC partners with the Longleaf Alliance to promote restoration of longleaf pine across its range in South Carolina. LLA provides training for SCFC foresters and partners with SCFC on landowner outreach.	**3.1.1, 3.1.3; 4.1.1, 4.2.1, 4.3.1**
The Nature Conservancy	Non-Governmental Organization	SCFC partners with The Nature Conservancy on conservation projects across South Carolina.	**3.1.1, 3.1.3; 4.1.1, 4.2.1, 4.3.1**
Trees SC	Non-Governmental Organization	SCFC and Trees SC have an MOU through which SCFC provides funding to Trees SC from a US Forest Service grant to conduct educational workshops and increase awareness of the importance of urban forestry.	**3.2.1-3.2.3**
Councils of Government	Local Government	SCFC Urban & Community Forestry staff work with the local COGs to facilitate planning at the county level.	**3.2.1-3.2.3; 4.3.2**

US Fish & Wildlife Service	Federal Government	The SCFC and US Fish & Wildlife Service cooperate on wildfire suppression, fire prevention, federal excess equipment, and training through a Cooperative Agreement. Through its Partners program, the US Fish & Wildlife Service provides financial assistance to landowners and cooperates with the SCFC on longleaf pine ecosystem restoration on private lands. The Commission also coordinates with the USFWS on red cockaded woodpecker recovery on Sand Hills State Forest.	**2.1.1-2.2.3; 3.1.1-3.1.4**
SC Economic Developers Association	Professional Association	The SC Forestry Commission maintains a membership in the SC Economic Developers Association and works with its members at the state, regional and local levels on forestry-related economic development projects.	**1.1.1, 1.1.2**
SC Timber Producers Association	Professional Association	The SC Forestry Commission's Environmental Management staff holds Best Management Practices training program for loggers and foresters.	**2.3.1-2.3.3**
University-based Research Cooperatives	Higher Education Institute	The SC Forestry Commission maintains membership in university-based cooperative research programs at Auburn & NC State for access to research on tree improvement, nursery production, and forest growth models.	**1.3.2**
Association of Consulting Foresters	Professional Association	The SC Forestry Commission works with ACF to promote forestry in South Carolina.	**1.1.1, 1.1.2**
Southern Group of State Foresters	Non-Governmental Organization	The SC Forestry Commission is a member of the Southern Group of State Foresters (SGSF) and provides staff to serve on SGSF committees. SCFC staff currently chair two SGSF committees.	**1.1.1-1.3.3; 2.1.1-2.3.3; 3.1.1-3.2.3; 4.1.1-4.3.3; 5.1.1-5.3.2**
South Carolina Ports Authority	State Government	The SC Forestry Commission cooperates with the SC Ports Authority on international trade issues for forest products.	**1.1.2**

SC Department of Agriculture	State Government	The SC Forestry Commission cooperates with the SC Department of Agriculture on landowner outreach.	**1.1.2**
SC Palmetto Agribusiness Council	Non-Governmental Organization	The SC Forestry Commission is a PABC board member to help promote forestry and support agriculture in South Carolina.	**1.1.2**
SC Biomass Council	Non-Governmental Organization	The SC Forestry Commission maintains a membership in the SC Biomass Council and has provided leadership in raising awareness about the availability and benefits of biomass energy.	**1.1.3**
SC Christmas Tree Grower's Association	Professional Association	The SC Forestry Commission's Nursery & Tree Improvement Program produces seedlings for the Christmas Tree growers in South Carolina.	**1.3.3**
SC Tree Farm Program	Professional Association	SCFC provides members to the state Tree Farm Committee, conducts Tree Farm inspections, and works closely with Tree Farm on landowner outreach and recognition. State Forests are certified in Tree Farm program.	**1.1.2; 3.1.1-3.1.4; 4.1.1**
USDA APHIS	Federal Government	The SC Forestry Commission's Marketing Program works with USDA APHIS on phytosanitary treatment issues related to forest product international trade. SCFC Forest Health program works with APHIS to combat forest pests and invasive species.	**1.1.2; 2.2.1-2.2.3**
Quality Deer Management Association(QDMA)	Non-Governmental Organization	The SCFC partners with QDMA to provide hunting opportunities to special groups(i.e. active and retired military). QDMA is also a key partner in disseminating information on forestry and conservation.	**3.1.1-3.1.4; 3.2.3**
SC Nursery & Landscape Association	Non-Governmental Organization	The SCNLA works with the SCFC to provide better nursery stock and species selected for given locations. This involves training and outreach programs.	**3.1.1,3.1.4,3.2.1-3.2.3**
SC Wildlife Federation	Non-Governmental Organization	SCFC works with this partner to make and revise policies that relate to the conservation of forest lands.	**3.1.1-3.1.4**

Stewardship Coordinating Committee	Non-Governmental Organization	Stewardship Coordinating Committee and the SCFC partner to advise the state foresters on the Forest Stewardship program and the Forest Action Plan.	**3.1.1-3.1.4**
International Society of Arboriculture	Non-Governmental Organization	The SCFC assists this partner in setting up training and outreach programs with regard to standards for arborists.	**3.1.4,3.2.1-3.2.3**
SC Nature Conservancy	Non-Governmental Organization	The SCFC and SC Nature Conservancy cooperate on conservation issues relating to policies and land acquisitions. This group also supports our education and outreach programs.	**3.1.1-3.1.4,3.2.1-3.2.3**
SC Association of Conservation Districts	Non-Governmental Organization	The SCFC receives advice from the SC Association of Conservation Districts on the Forest Stewardship Program and conservation issues.	**3.1.1-3.1.4**
SC Farm Bureau	Private Business Organization	SC Farm Bureau and SCFC work with policies and advisory committees in forestry-related issues.	**3.1.1-3.1.4,3.2.1-3.2.3**
Board of Registered Foresters - LLR	State Government	SCFC partners with LLR and the Board of Registered Foresters in helping to ensure SCFC foresters hired achieve registration within two years of employment.	**1.1.2,3.2.1, 4.2, 4.3.1, 5.1.1, 5.1.2, 5.2.2**
Clemson Extension Service - Forestry & Nat. Res. Extension	Higher Education Institute	SCFC cooperates with and coordinates forestry educational efforts with Forestry and Natural Resource Extension agents for timberland owners.	**1.1.2, 3.1.4, 3.2.2, 4.2, 4.3.1, 5.1.2**
Society of American Foresters (SAF) - SC Division	Professional Association	SCFC supports SAF membership of foresters by encouraging them to join and participate in SAF sponsored events.	**1.1.2, 3.2.1, 4.2, 4.3.1, 4.3.3, 5.1.1, 5.1.2**
SC Chamber of Commerce	Non-Governmental Organization	SCFC is a member of the SC Chamber of Commerce whose mission is to advocate for business interests in the state and promote economic development. The SCFC represents the forestry community of landowners, forestry professionals and manufacturers.	**1.1.2, 4.3.1, 4.3.3**

US Endowment for Forestry & Communities, Inc.	Non-Governmental Organization	SCFC partners with the US Endowment for Forestry & Communities whose mission is to work with the public and private sectors to improve the health and vitality of the nation's working forests and forest-reliant communities.	**1.1.2, 4.3.1, 4.3.3**
Heritage Trust Advisory Board	State Government	An advisory board of the SC Dept. of Natural Resources, the Heritage Trust Advisory Board protects significant natural and cultural lands in South Carolina. The SC Forestry Commission partners with the Heritage Trust Advisory Board in making and evaluating recommendations regarding management criteria and allowable uses for natural areas and features.	**3.1.1, 3.1.4, 3.2.1-3.2.3, 4.3.1, 4.3.2**
National Association of State Foresters	Professional Association	The National Association of State Foresters is a non-profit organization composed of the directors of forestry agencies in the states, territories and the District of Columbia of the United States. The SC Forestry Commission partners with NASF, along with its counterpart state agencies, to serve as the primary delivery system for national-scale forestry-related initiatives and activities.	**1.1.2-1.1.3, 4.2.1-4.2.2, 4.3.1-4.3.2, 5.1.2**
Sustainable Forestry Initiative	Non-Governmental Organization	The Sustainable Forestry Initiative is an independent, nonprofit organization solely responsible for maintaining, overseeing and improving the internationally recognized SFI certification program. The SC Forestry Commission partners with SFI, particularly through its state implementation committee, both to certify its own forests to the SFI standard and to work with local organizations and individuals in providing leadership and best practices to improve forest management on both certified and uncertified lands.	**2.2.2, 3.1.4, 4.3.1**

Conservation Fund	Non-Governmental Organization	The Conservation Fund is an environmental non-profit with a dual charter to pursue environmental preservation and economic development. The SC Forestry Commission partners with the Conservation Fund in working with community and government leaders, businesses, landowners, conservation nonprofits and other partners to create innovative solutions that integrate economic and environmental objectives. SCFC works with this partner to make and revise policies which relate to the conservation of rural lands and conservation easements. The SCFC also partners with The Conservation Fund to purchase land.	**1.1.1-1.1.3, 1.2.2, 3.1.1, 3.1.3-3.1.4, 3.2.1, 3.2.3, 4.2.1, 4.3.1**
Foresters Council	Professional Association	The Foresters Council of South Carolina provides an organized and representative group of technical foresters to initiate action and act in an advisory capacity in matters pertaining to the development of the forest resources, the welfare of forest landowners, and processors of forest products in the state.	**1.1.2, 1.1.3, 2.1.2, 2.2.1-2.2.3, 2.3.2, 3.1.1, 3.1.3, 3.2.1, 4.3.1**

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Report Template

Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	Restructuring Report	House Legislative Oversight Committee	State	Annually	March 1, 2015	Increased Efficiency	http://www.state.sc.us/forest/docs/houseoversight2016.pdf
2	Restructuring Report	Senate Legislative Oversight Committee	State	Annually	January 1, 2016	Increased Efficiency	http://www.state.sc.us/forest/docs/senateoversight2015.pdf
3	Accountability Report	Executive Budget Office	State	Annually	September 15, 2016	Identify key program area descriptions and expenditures and link those to key financial and performance results measures.	http://www.state.sc.us/forest/docs/ar2016.pdf
4	Annual Report to Legislature on the State of Forestry	General Assembly	State	Annually	January 1, 2016	State of Forestry	http://www.state.sc.us/forest/ar2015.pdf
5	Debt Collection Report	Senate Finance and Ways and Means	State	Annually	February 1, 2016	Report detailing agency's amount of of outstanding debt and all methods it has used to collect that debt.	http://www.state.sc.us/forest/docs/debtcollectionreport2015.pdf
6	Bank Account Transparency and Accountability	Budget and Control Board	State	Annually	October 1, 2016	Report composite reservoir bank accounts not included in the Comptroller General's Statewide Accounting and Reporting System or the South Carolina Enterprise Information System.	http://www.state.sc.us/forest/docs/transparencyreport2015.pdf

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Oversight Review Template

Item	Name of Entity Conducted Oversight Review	Type of Entity	Oversight Review Timeline (MM/DD/YYYY to MM/DD/YYYY)	Method to Access the Oversight Review Report
1	SC Senate Fish, Game and Forestry Oversight Subcommittee	State	July 1, 2014 - June 30, 2015	http://www.state.sc.us/forest/docs/senateoversight2015.pdf
2	SC House Legislative Oversight Committee	State	July 1, 2015 - June 30, 2016	http://www.state.sc.us/forest/docs/houseoversight2016.pdf