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

Fiscal Year 2017-2018 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 select 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.

	Yes	No
RESTRUCTURING RECOMMENDATIONS:	☐	☒

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

I have reviewed and approved the enclosed FY 2017-2018 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR *(SIGN AND DATE)*:	Scott L. Phillips Sept. 14, 2018
(TYPE OR PRINT NAME):	Scott L. Phillips

BOARD/CMSN. CHAIR *(SIGN AND DATE)*:	Walter A McPhail Sept. 11, 2018
(TYPE OR PRINT NAME):	Walt McPhail

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

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 $21 billion economic impact and 84,000 jobs, making it the #2 manufacturing segment in the state in terms of jobs and labor income. (Fig. 1-3) Beyond forestry's economic impact, forests cover two-thirds of the state at 12.9 million acres enhancing the state's quality of life. A prime example of the agency's economic development actions was its successful 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 by 2015, and this goal was exceeded by reaching $21 billion. (Fig. 3)

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 non-emergency functions such as its private landowner and industry support service capacity in response to economic downturns. During the 2008 to 2011 "Great Recession," agency funding dropped from $17.5 million to $9.7 million, and employee numbers fell from 380 to 280. During this period, the Commission maintained as much wildland fire fighting capacity as possible with much less funding and could only retain minimum staffing in its Resource Development and Information & Education departments. Improved state funding has allowed the restoration of approximately 85 percent of the 100 employees lost during the last downturn and afforded the refilling of positions other than direct fire control staffing. 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. However, Act 273 reduced annual baseline funding and has slowed equipment replacement. (Fig. 4)

Information security is a task that is not specifically addressed in the agency's goals; however, it is critically important to protecting employees and SC citizens' private and sensitive information. Negative factors affecting this task are the constant and escalating attempts by hackers and thieves to damage information technology systems or steal sensitive data as well as having an inadequate staff and budget to meet this threat. This is compounded by the fact that the agency only has two dedicated IT positions supporting an agency with nearly 400 employees. A positive factor is the cooperative efforts by the State Division of Technology (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 DTO's 13 Information Security Policies, further reducing storage of sensitive information, improving individual and organizational security measures and training, and filling IT positions.

Safety and health issues are mentioned under Goal 5: Prepare to Meet Future Demands. This topic is a prerequisite for 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 6 years, federal funding has dropped by 25% from $4 million to $3 million. This drop has negatively impacted 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 required the agency to request additional state budget funding to maintain this program suite. A positive factor is that this budget request was fully funded for FY2018-2019. This came at a critical time as decreased federal funding this fiscal year, FY19, would have caused a reduction in force (RIF) or reorganization of some of these programs without these state funds.

Though the Forestry Commission has experienced over 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 the 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.
- Negative factors – An extremely high turnover rate, 40% for FY18, and inability to recruit entry level forester positions is impacting our FIA program. Decreasing supply of pine pulpwood, 40-year low trend in tree planting and an inadequate capacity in agency nursery and tree improvement.

Performance efforts and results:

- FIA plot production was 16% below the target for FY18. This is a 6% decrease from FY17.
- More than $529 million in capital investment projects announced in FY18. Announced projects will create 270 new jobs. The single largest investment was announced by WestRock which plans to expand its paper mill in Florence County. Other investments included expansions at existing sawmills.
- The 2015 Timber Production Output (TPO) survey results were released for South Carolina by the USDA Forest Service. Total timber production from South Carolina forests increased 12.6% from 2013 to 2015 and was valued at more than $1 billion.
- Lead a regional Southern Group of State Foresters grant project to improve data quality of the 2017 TPO Survey for 11 southern states. Standard survey techniques were deployed across the South and the project was supported with a USDA Forest Service grant for the first time. (Fig. 2)
- Assisted 2,246 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. (Fig. 7)

- Produced and sold 3.5 million seedlings during FY18. All loblolly and longleaf seedlings came from the best genetic stock available. A survey of seedling customers resulted in high satisfaction levels (93%) for the customer service and professionalism of agency nursery employees.
- Provided a leadership role through the Southern Group of State Foresters as past chair of the Services, Utilization & Markets (SUM) Committee and speaking nationally at forestry conferences on the committee's behalf.
- Continued to grow the SC Forest Products marketing program. Two forest product marketing reports were produced during FY18 for South Carolina and the Southeastern US.
- Conducted an IMPLAN study which determined the value of forest product exports from South Carolina to be $2.5 billion.
- Published and awarded a Request for Proposals (RFP) for a public-private partnership at Taylor Nursery. The partnership allows the agency to continue to provide state-of-the-art seedlings to forest landowners for tree planting in the future while mitigating agency budget shortfalls associated with the operation of the nursery.

Plans to improve performance:

- Rejoin the North Carolina State Tree Improvement Cooperative as a full member. This will allow the agency to continue to provide loblolly pine seed with the best available genetics and ensure that SC landowner have access to the best available tree seedlings for planting in the future. Requesting funds for tree improvement position to meet requirements for tree improvement co-op participation.
- Implement pay plan for foresters that will improve recruitment and retention of FIA Foresters which will enable the agency to maintain an up-to-date and accurate forest inventory to support economic development.
- Continue to grow the SC Forest Products Marketing Program by publishing 1-2 market reports annually and leading SC companies that are interested in growing their export markets on trade missions to key countries. Develop success stories of companies assisted to grow their markets internationally.

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 – The agency continued to increase firefighting capacity, 3 FTEs added in FY18, and increase professional development of firefighters through additional training opportunities.
- Negative factors - Reduced firefighting capacity - inexperienced personnel and 51% open-cab bulldozers. (Fig. 4) 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.
  - Act 273's $1.5 million annual funding is insufficient to fill a $3.5 million annual need for firefighting equipment. The $1 million non-recurring supplemental funding allocated from the state budget for FY18 was not received, delayed FEMA reimbursement for the FY17 Pinnacle Mountain Fire, and the payments to assisting agencies for costs incurred during the Pinnacle Mountain Fire prevented the purchase of new enclosed-cab bulldozers in FY18.
  -An extremely high turnover rate, 24% for FY18, and inability to recruit dispatcher positions due to non-competitive wages is impacting our mission critical fire dispatch system.
  -Increasing turnover rates and difficultly in recruiting of new firefighters (dozer operators & supervisors) due to noncompetitive wages is impacting our ability to respond to wildfires.
  -More complex wildfire control situations due to increased urbanization in forest and lack of capacity.

Performance efforts and results:

- Purchased and implemented real-time aircraft tracking to increase safety for pilots assisting with wildfire suppression efforts.
- Expanded the agency's fire weather network by purchasing three additional remote automated weather stations to improve predictions related to wildfire occurrence and severity.
- None of the planned orders for safer enclosed-cab dozers, toward the 160 target, were completed in FY18. As a result, the number of dozer units exceeding the 15-year safe service life increased by 34% (11 units). The agency needs to procure 10-12 dozer units each year based on the 15-year safe service life for this firefighting equipment. (Fig. 4)
- Average wildfire response time remains slightly higher than the 35-minute target. (Fig. 5)

- Provided training for loggers and conducted BMP exams to aid in ensuring compliance.
- Provided education, such as FireWise, which enables community wildfire risk mitigation.

Plans to improve performance:

- Increase wildfire prevention efforts to reduce fire occurrence, including commissioning of additional law enforcement officers and the promotion of active forest management. Law enforcement and active forest management are two of the most effective fire prevention tools available.
- Prioritize equipment replacement for operator and public safety. Restore personnel and equipment capacity as funding allows. Request recurring funding for firefighting equipment and capacity. NOTE: An additional 16 dozer units will exceed the 15-year safe service life during FY19. The funding available for FY19 from Act 273, FEMA reimbursement for Pinnacle Mountain Fire, and $1 million non-recurring supplemental funds will allow the agency to procure 12 additional dozers yielding a net decrease in the percentage of tractors meeting the safe service life.
- Implement pay plan for Dispatchers, Foresters and Fire Supervisors that will improve recruitment and retention of these critical positions. Request additional state funding to support the implementation of a pay plan for dozer operators and support positions. Request funding for a fire support position and 2 pilots to provide forward-looking fire weather outlooks, fire intelligence information, and to provide aerial detection and suppression support for wildfires.
- Request funding for a Geographic Information Systems (GIS) Manager to improve utilization of spatial data for forest protection efforts and take our GIS program to the next level.
- Strengthen safety and training programs for 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.
- Negative factors - Lack of capacity – The current capacity of the agency does not allow us to provide technical assistance and outreach to family forest owners we did historically or to the level that we feel is appropriate given current forest conditions and trends. (Fig. 6) Foresters have been assigned more fire control duties due to inadequate fire supervisor capacity, further reducing capacity to provide landowner assistance. An extremely high turnover rate, 40% for FY18, and an inability to recruit entry level forester positions is exacerbating the issue.
  -Reduction in federal grant funds, Forest Stewardship funding has been reduced 64% since 2007 and Urban & Community Forestry funding dropped 46% since 2009, negatively impacted program performance during FY18. However, this negative factor was mitigated during the FY19 budget process as the General Assembly fully funded our request to offset declining federal funds.
  -Insufficient reforestation cost-share funding has a backlog of greater than 1 year decreasing the productive potential of family owned forestlands.

Performance efforts and results:

- The agency assisted 2,246 landowners during FY18. This is 10% below our current desired target and more than 30% below historical metrics. In FY01 the agency assisted 3,370 landowners. Shortfall is due to reduced staffing and recruitment/retention issues. (Fig. 6)
- Achieved a 94% customer satisfaction level for forest management assistance for FY18 (95% in FY17).
- The State Forest system generated $3 million in total revenue ($340,000 net revenue) from the sale of forest products and paid nearly $750,000 to counties in which they operate. The agency operates its State Forests 100% from revenue generated by the management of these properties using no state appropriated funds to support their operation. The agency's ability to operate the State Forests without state funding, while providing 25% of its gross proceeds to the counties in which they are located, illustrates the productive capacity of actively managed forests and the good stewardship of this agency.

- Harvest scheduling model for state forests is being used to ensure that these properties continue to be managed on a sustainable basis and that revenue production is optimized. (Fig.7)
- The Urban and Community Forestry Program's outreach served an estimated 2.1 million citizens.

Plans to improve performance:

- Implement pay plan for foresters that will improve recruitment and retention of Project Foresters which will enable the agency to provide valuable services to family forest owner to support active forest management and economic development. Request funds for eight additional positions to increase capacity for landowner services and outreach while also increasing firefighting capacity. Requested positions will be crucial for agency succession planning efforts.
- Strengthen training programs for agency personnel to enable more efficient delivery of services.
- Continue to refine harvest scheduling model for State Forests to provide a more accurate estimate of revenue.

Goal 4: Raise Awareness about the Resource. Raising awareness among decision-makers and the public about the environmental and economic benefits of active 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 - Small but talented and dedicated staff in the agency's Public Information Division.
  - Efficient use of website, social media and collaboration with partners allows broad distribution of messaging for low costs.
  - Technical staff collaborate with design staff to create high impact publications.
- Negative factor - Limited capacity resulted in a smaller outreach program and fewer education programs being conducted and public information produced.

Performance efforts and results:

- Agency staff conducted forestry education programs reaching more than 4,900 participants during FY18.
- More than 818,000 visits to the agency website during FY18.
- The agency won – for the third year in a row – one of the SC State Library's 10 Notable Document Awards for its publication, "Forest Renewal Program Annual Report, 2016-17." Only 1 percent of all South Carolina state agency publications are recognized as notable documents each year.
- Visitors to Harbison State Forest in Columbia are enjoying a revitalized interpretive experience because of the installation of new educational signs at strategic locations throughout the forest. A product of interdepartmental collaboration of technical and design expertise, the signs focus on vernal ponds, longleaf pines, fire towers, best management practices (BMPs), fox squirrels, wildlife openings, logging equipment, riparian habitats and the value of a cord of wood.
- The agency collaborated with the Society of American Foresters (SAF) and the SC Tree Farm Committee to place copies of the children's book, *The Tree Farmer*, in all 1,011 public and private elementary school libraries in South Carolina. The Forestry Commission supported this effort by publishing press releases every time SAF members delivered the books to local libraries, creating and distributing its own multi-grade-level lesson plan for teachers based on the book, and serving as a clearinghouse for the book distribution effort.
- Wood Magic Forest Fair continues to be a great way to educate the next generation. Students participating in the program consistently show a significant gain in knowledge as documented by post-visit test scores. This year's aggregate gain in forestry knowledge among Wood Magic students was 29%.

Plans to improve performance:

- Website redesign will be a top priority for FY2019.
- Seek partnerships to amplify messaging.

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 critical positions, over the last few years, that allow the agency to better serve the forestry community of SC.
- Negative factors - Limited capacity in critical program areas is causing firefighters and foresters to cover greater territory, increasing response time, fire size, and wildfire damage risk while reducing landowner assistance, wildfire prevention and outreach. (Fig. 5, 6)
  - Extremely high turnover rates for Forester I (40%) and Dispatcher (24%) positions and difficulty recruiting Forester, Dispatcher, Fire Supervisor and Forestry Technician positions are exacerbating capacity issues. The state's 2015 Classification & Compensation Study documented that the Commission has the 3rd lowest average salary of any state agency, which increases turnover, recruitment needs, training demands and costs.
  -Inadequate IT staffing and operating funds to implement State Information Security initiatives, reduce risks and meet agency operational requirements.
  -Inadequate capacity at tree improvement center to meet genetic improvement goals and co-op requirements.
  -Inadequate FTEs for needed workforce/succession planning and implementation. Thirty-five percent of the agency's workforce is eligible to retire within 5 years.

Performance efforts and results:

- Conducted an employee engagement survey during the Spring of FY18 to gain a clearer vision of our agency's strengths and weaknesses from the perspective of our employees. Results were generally positive. Responses to questions that are primary predictors of retention were generally very positive indicating that our employees are engaged in our mission, enjoy their job and would like to continue working for the agency. However, compensation which is another predictor of retention is a significant problem. Results indicate that employees are extremely dissatisfied with compensation and noncompetitive salaries continues to be one of our biggest barriers to recruitment and retention.
- Three new Assistant Regional Forester positions were filled using FTEs gained in FY18 budget. These positions will increase safety, training, and wildfire coordination with the agency's three regions.

Plans to improve performance:

- Implement pay plans and career paths for employees that will improve recruitment and retention which will enable the agency to fulfill our mission of protecting and developing the forest resources of SC.
- Leverage results from the employee engagement survey to increase employee engagement and create an environment where all employees feel valued and are motivated to help the SCFC be successful.
- Pilot new firefighting positions using existing FTEs that will mitigate limited capacity of Fire Supervisor positions while providing training and experience needed for succession planning purposes.
- Request funding for eight positions to increase landowner assistance, timber production, jobs and economic impact while also improving firefighting capacity and providing much needed training and supervisory experience for succession planning efforts. (Fig. 1, 2, 3, 6)
- Request funding for a fire support position and 2 pilots to provide forward-looking fire weather outlooks, fire intelligence information, and to provide aerial detection and suppression support for wildfires.
- Request two additional IT positions for FY 2019 to provide minimum needed capacity and aid in implementing and maintaining State Information Security initiatives while meeting agency operational requirements.
- Request funding for a Geographic Information Systems (GIS) Manager to improve utilization of spatial data for forest protection efforts and take our GIS program to the next level.
- Request funding to implement an aggressive intern/co-op program for forester and other positions where we have recruiting issues.
- Strengthen safety and training programs for agency employees to ensure they are prepared to meet the current and future demands of our mission.

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 summary, the agency's job #1 continues to be the safety of employees and the public that they serve and protect. To meet this goal, staffing and training must be adequate (Goal 5). Staff must also have adequate quantities of safe, reliable equipment. 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) 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, structures, and life, in turn resulting in a cascade of negative effects. Among these would be the loss of timber resources and investment returns for 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 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;
- Additional federal funding/staffing for economic development, technical assistance to family forest owner, and for wildfire suppression/prevention efforts.

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

- Provide critical funding for employee recruitment and retention efforts.
- Provide recurring 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

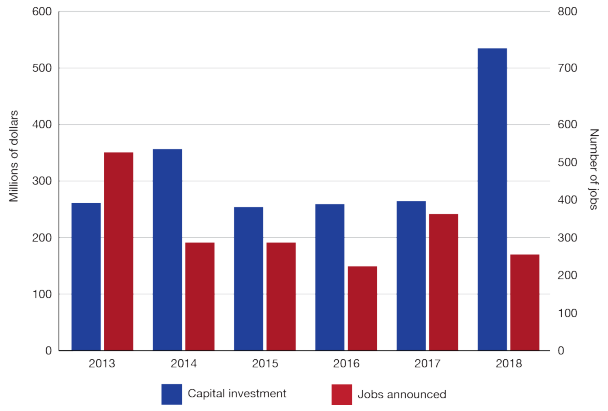


Figure 2. SC production of primary timber products, 1981-2015

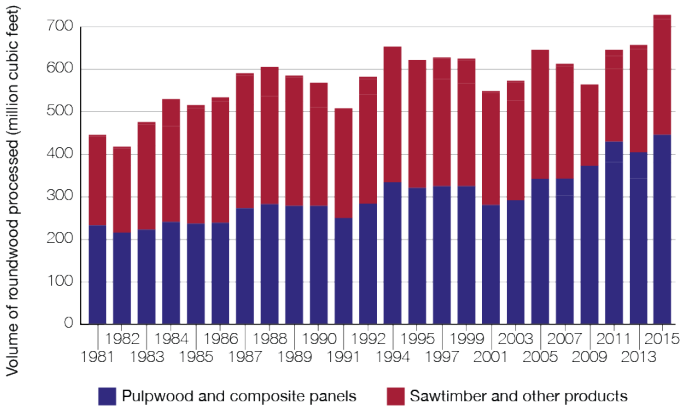


Figure 3. Forestry's economic impact in South Carolina

Highlights

- $21 billion economic impact
- #1 harvested crop, totaling ***$1.1 billion***
- #1 export commodity from the Port of Charleston
- #2 manufacturing sector in jobs and labor income
- $1.5 billion in forest products exports
- >84,000 jobs

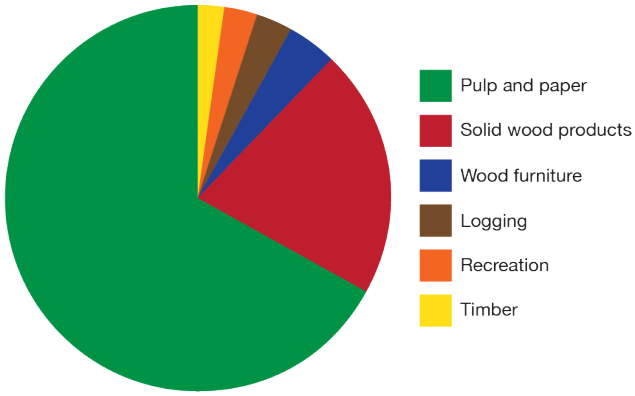


Figure 4. Firefighting dozers by service life category, FY2018

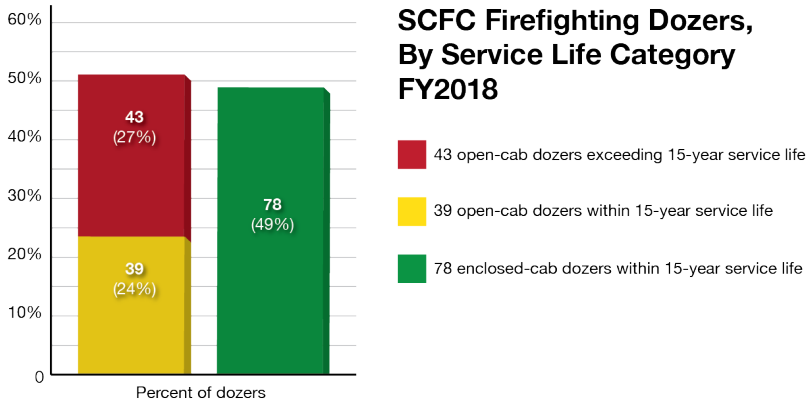


Figure 5. Average fire response time in minutes
(goal: 35 minutes or less at full staffing levels)

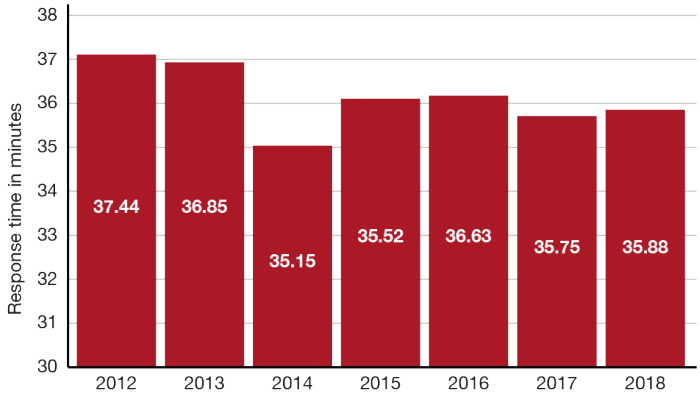


Figure 6. Landowners assisted and project foresters by fiscal year

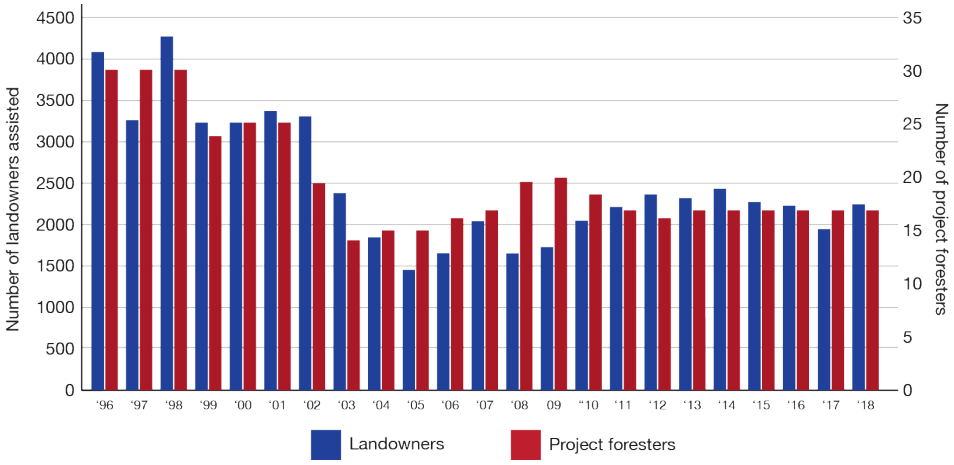


Figure 7. Payments to county school districts from State Forests system

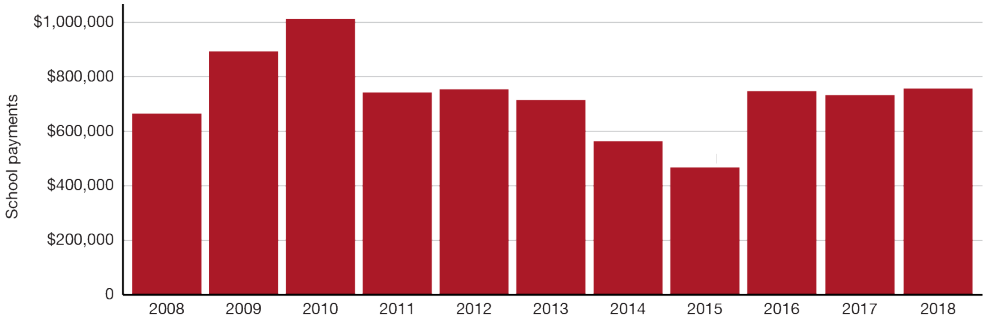
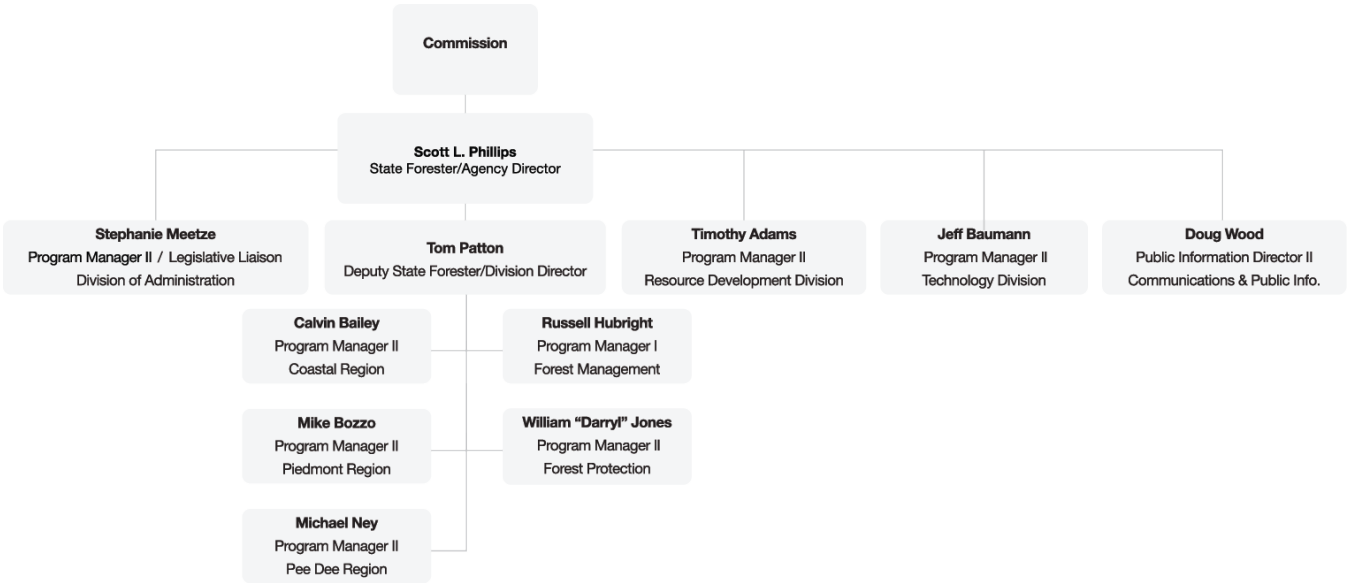


Figure 8. SC Forestry Commission Organizational Chart



Agency Name: FORESTRY COMMISSION

Agency Code: P120 **Section:** 43

Fiscal Year 2017-2018
Accountability Report

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item # Goal	Item # Strategy	Item # Measure	Description	2017-18 Base	2017-18 Target	2017-18 Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
Public Infrastructure and Economic Development	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.							
	M			*1.1.1*	Announced capital investment in forestry	$264 million	$300 million	$529.4 million	July 1 - June 30	SC Forestry Commission (SCFC) and SC Department of Commerce (SCDOC) Records, Monthly	Sum of $ capital investment announced	Announced capital investment is a metric typically reported by the economic development community. It allows us to track the gowth of forestry investment over time.
	M			*1.1.2*	Announced new job creation in forestry	347 jobs	400 jobs	270 jobs	July 1 - June 30	SCFC and SCDOC Records, Monthly	Sum of # new jobs announced	Announced new jobs is a metric typically reported by the economic development community. It allows us to track the growth of forestry employment over time.
	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.							
	M			*1.2.1*	Forest Inventory and Analysis (FIA) plot production	595 (92%)	686	576 (84%)	January 1 - December 31	US Forest Service FIA Program, Monthly	Sum of # plots completed (% of goal)	Forest Inventory & Analysis plot production records allow us to determine whether we've met our goal of measuring 20% (1 panel) of SC's total plots per year. This is SC's only forest census
	M			*1.2.2*	Industry Timber Production and Consumption (thousand cubic feet)	678,317 (2013 TPO)	750,000	764,094 (2015 TPO)	January 1 - December 31	US Forest Service Timber Products Output (TPO) Program, Biennially	Data derived from TPO survey	Industrial timber production as measured by the Timber Products Output (TPO) mill survey is the best measure of the health and growth of our forest industry by major product category.
	M			*1.2.3*	Forest Inventory and Analysis (FIA) Accuracy Scores (percent)	93%	>95%	95.40%	January 1 - December 31	US Forest Service FIA Program, Annually	Average of individual QA/QC scores as reported by US Forest Service FIA	As SC's most reliable source of forest resource data, the Forest Inventory & Analysis' accuracy scores quanitify the reliability of forest resource estimates.
	S		1.3		Maintain personnel and facilities to provide landowners with optimum quality forest tree seedlings.							
	M			*1.3.1*	Seedlings sold	2,652,952	5,000,000	3,498,119	July 1 - June 30	SCFC Seedling Sale Records, Weekly	Sum of # of seedlings sold	This metric is used to gauge the volume of seedling sales by the agency's forest tree nursery. Total seedling sales are directly related to seedling revenue.
	M			*1.3.2*	3rd generation improved seed produced (pounds)	543	625	724	July 1 - June 30	SCFC Cone Harvest Records, Annually	Sum of # of seed processed	The amount of 3rd generation seed is directly related to seedling sales and revenue. 3rd generation seed from our young developing pine orchards produces our seedlings with the fastest growth.
Maintaining Safety, Integrity and Security	G	2			**Protect the Resource**							
	S		2.1		Ensure prompt and effective response to wildfires and other natural disasters.							
	M			*2.1.1*	Average Wildfire Response Time (minutes)	35.75	≤35	35.88	July 1 - June 30	Agency Dispatch Records, Monthly	Time between initial report of wildfire and arrival of first firefighting unit	This metric is used to evaluate staffing levels, readiness levels, and dispatch processes to ensure rapid response to wildfires.
	M			*2.1.2*	Frontline Firefighting Dozers within 15- year service life	80% (erroneously reported as 74% last fiscal year)	>78%	73%	July 1 - June 30	Agency Fleet Records, Annually	Analysis of age of dozers in agency fleet records	The SCFC is legally mandated to suppress wildfires. Dozers within the 15 year service life increase the safety of agency firefighters, increase efficiency, and having reliable equipment helps reduce the average wildfire size. This measure tracks progress toward our goal of providing every agency firefighter a dozer within the 15 year service life.

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Statewide Enterprise Strategic Objective	Type	Item # Goal	Item # Strategy	Item # Measure	Description	2017-18 Base	2017-18 Target	2017-18 Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
	M			***2.1.3***	Frontline Dozers with enclosed cabs	49%	54%	49%	July 1 - June 30	Agency Fleet Records, Annually	Number of enclosed cabs divided by desired frontline fleet (160)	The SCFC is legally mandated to suppress wildfires. Dozers with enclosed cabs increase the safety of agency firefighters, increase efficiency, and having reliable equipment helps reduce the average wildfire size. This measure tracks progress toward our goal of providing every agency firefighter a dozer with the added protection of an enclosed cab.
	M			***2.1.4***	Dozer Operators	154	160	154	July 1 - June 30	SCEIS RH010.1A & SCEIS RH010.1B Reports, Daily	SCEIS reports sorted to provide number of filled dozer operator FTEs	The target value reflects agency goals to ensure we have sufficient firefighters available to respond to the number of wildfires that occur in an average year. Fluctuations in the actual value reflect attrition and challenges with employee recruitment and retention.
	S		**2.2**		Enhance water quality protection by increasing awareness and compliance with Forestry Best Management Practices (BMP).							
	M			***2.2.1***	Forestry Best Management Practices (BMP) Compliance	97%	>95%	97%	Triennial	Agency Records, Triennially	Most recent BMP Monitoring Survey	Best Management Practices compliance as measured in random monitoring surveys of logging operations is an excellent measure of the success of our overall BMP program.
Government and Citizens	**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.							
	M			***3.1.1***	Number of Landowners Assisted	1,939	2,500	2,246	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.	The number of landowners assisted is directly correlated to the economic impact of private land management in SC. Section 48-23-90 requires SCFC to provide this assistance.
	M			***3.1.2***	Forest management assistance customer satisfaction level	95%	100%	94%	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	Measuring customer satisfaction provides an indication of how well the agency is meeting its customer's expectations and allows SCFC to improve its quality of service.
	M			***3.1.3***	Unfunded reforestation backlog in Forest Renewal Program (FRP)	$885,626	<$1,000,000	$864,250	July 1 - 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.	The amount of backlog under this cost-share program is an indicator of the balance between the demand for these funds and the supply of these funds.
	M			***3.1.4***	State Forests - Net Revenue	$345,090	>$100000	$339,938	July 1 - June 30	Agency Records, Periodically	Sum of all expenses subtracted from the sum of all revenue	Net revenue indicates whether revenue has been sufficient to meet the fiscal needs of state forests.
	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.							
	M			***3.2.1***	Urban & Community Forestry program outreach (citizens served)	1,990,805	2,000,000	2,124,256	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	The number of citizens served through SCFC's urban program provides an indication of the agency's fulfillment of Section 48-23-90, which requires SCFC to provide this assistance.
Education, Training, and Human Development	**G**	**4**			**Raise Awareness about the Resource**							

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Statewide Enterprise Strategic Objective	Type	Item # Goal	Item # Strategy	Item # Measure	Description	2017-18 Base	2017-18 Target	2017-18 Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
	S		**4.1**		Provide forestry education programs for targeted audiences.							
	M			***4.1.1***	Forestry education program participants	4,991	4,000	4,909	Fall	Event records, Annually	Sum of number of all teachers and students participating in Wood Magic, Project Learning Tree and Teachers' Tour events	The number of educational program participants is a function of – and indicator of – the agency's educational programming capacity.
	M			***4.1.2***	Test Score Improvement - Wood Magic Forest Fair	82%	75%	84%	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	The participants' Wood Magic post-test scores are an indicator of the event's effectiveness at educating children about the advantages, benefits and value of trees to our economy, society and well-being.
	S		**4.2**		Enhance the image of the Forestry Commission as an initial source for forest management information and assistance.							
	M			***4.2.1***	SCFC website hits	1,024,430	4,000,000	818,460	July 1 - June 30	Provided by host of website, Monthly	Sum of number of visits to all individual SCFC web pages	The number of visits to all SCFC web pages is an indicator of the level of engagement the agency has with the public. NOTE: The value for this performance measure is significantly lower than in years past because we have learned that the traffic report provided by the SC Division of Technology (the agency that hosts SCFC's website) previously contained erroneous metrics.
Education, Training, and Human Development	**G**	**5**			**Prepare to Meet Future Demands**							
	S		**5.1**		Maintain a capable, well-trained and diverse work team.							
	M			***5.1.1***	Continuous evaluation of staffing levels (FTEs)	365.55	365.55	362.55	July 1 - June 30	State Appropriations Act, Annually	Sum of appropriated FTEs	This performance measure reflects the staffing level identified and required for the agency to achieve its maximum performance and be successful in carrying out its strategic objectives.
	S		**5.2**		Provide employees with a safe and productive working environment.							
	M			***5.2.1***	Reduce loss time incidents that resulted in day(s) away from work	1	0	3	July 1 - June 30	Claims Activity Report & Accord Form, Daily	Secondary reporting from predetermined calculations	This performance measure is one measure to identify the effectiveness of the agency's safety management program and the agency's proactive approach to prevent workplace injuries and illnesses.
	M			***5.2.2***	Reduce work-related accidents/injuries	5	0	4	July 1 - June 30	Claims Activity Report & OSHA Form 300, SCEIS leave records, Daily		This performance measure is a measure to identify and evaluate job hazards and/or specific work tasks that may contribute to safety risks in the workplace and to modify the job or make process changes when needed.

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Statewide Enterprise Strategic Objective	Type	Item # Goal	Item # Strategy	Item # Measure	Description	2018-19 Base	2018-19 Target	2018-19 Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
Public Infrastructure and Economic Development	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.							
	M			*1.1.1*	Announced capital investment in forestry	$529.4 million	$300 million		July 1 - June 30	SC Forestry Commission (SCFC) and SC Department of Commerce (SCDOC) Records, Monthly	Sum of $ capital investment announced	Announced capital investment is a metric typically reported by the economic development community. It allows us to track the gowth of forestry investment over time.
	M			*1.1.2*	Announced new job creation in forestry	270 jobs	400 jobs		July 1 - June 30	SCFC and SCDOC Records, Monthly	Sum of # new jobs announced	Announced new jobs is a metric typically reported by the economic development community. It allows us to track the growth of forestry employment over time.
	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.							
	M			*1.2.1*	Forest Inventory and Analysis (FIA) plot production	576 (84%)	686		January 1 - December 31	US Forest Service FIA Program, Monthly	Sum of # plots completed (% of goal)	Forest Inventory & Analysis plot production records allow us to determine whether we've met our goal of measuring 20% (1 panel) of SC's total plots per year. This is SC's only forest census
	M			*1.2.2*	Industry Timber Production and Consumption (thousand cubic feet)	764,094 (2015 TPO)	800,000		January 1 - December 31	US Forest Service Timber Products Output (TPO) Program, Biennially	Data derived from TPO survey	Industrial timber production as measured by the Timber Products Output (TPO) mill survey is the best measure of the health and growth of our forest industry by major product category.
	M			*1.2.3*	Forest Inventory and Analysis (FIA) Accuracy Scores (percent)	95.40%	>95%		January 1 - December 31	US Forest Service FIA Program, Annually	Average of individual QA/QC scores as reported by US Forest Service FIA	As SC's most reliable source of forest resource data, the Forest Inventory & Analysis' accuracy scores quanitify the reliability of forest resource estimates.
	S		1.3		Maintain personnel and facilities to provide landowners with optimum quality forest tree seedlings.							
	M			*1.3.1*	Seedlings sold	3,498,119	5,000,000		July 1 - June 30	ArborGene Seedling Sale Records, Monthly	Sum of # of seedlings sold	This metric is used to gauge the volume of seedling sales by the agency's forest tree nursery. Total seedling sales are directly related to seedling revenue.
	M			*1.3.2*	3rd generation improved seed produced (pounds)	724	625		July 1 - June 30	SCFC Cone Harvest Records, Annually	Sum of # of seed processed	The amount of 3rd generation seed is directly related to seedling sales and revenue. 3rd generation seed from our young developing pine orchards produces our seedlings with the fastest growth.
Maintaining Safety, Integrity and Security	G	2			**Protect the Resource**							
	S		2.1		Ensure prompt and effective response to wildfires and other natural disasters.							
	M			*2.1.1*	Average Wildfire Response Time (minutes)	35.88	≤35		July 1 - June 30	Agency Dispatch Records, Monthly	Time between initial report of wildfire and arrival of first firefighting unit	This metric is used to evaluate staffing levels, readiness levels, and dispatch processes to ensure rapid response to wildfires.
	M			*2.1.2*	Frontline Firefighting Dozers within 15- year service life	73%	>71%		July 1 - June 30	Agency Fleet Records, Annually	Analysis of age of dozers in agency fleet records	The SCFC is legally mandated to suppress wildfires. Dozers within the 15 year service life increase the safety of agency firefighters, increase efficiency, and having reliable equipment helps reduce the average wildfire size. This measure tracks progress toward our goal of providing every agency firefighter a dozer within the 15 year service life.

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Statewide Enterprise Strategic Objective	Type	Item # Goal	Item # Strategy	Item # Measure	Description	2018-19 Base	2018-19 Target	2018-19 Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
	M			***2.1.3***	Frontline Dozers with enclosed cabs	49%	56%		July 1 - June 30	Agency Fleet Records, Annually	Number of enclosed cabs divided by desired frontline fleet (160)	The SCFC is legally mandated to suppress wildfires. Dozers with enclosed cabs increase the safety of agency firefighters, increase efficiency, and having reliable equipment helps reduce the average wildfire size. This measure tracks progress toward our goal of providing every agency firefighter a dozer with the added protection of an enclosed cab.
	M			***2.1.4***	Dozer Operators	154	160		July 1 - June 30	SCEIS RH010.1A & SCEIS RH010.1B Reports, Daily	SCEIS reports sorted to provide number of filled dozer operator FTEs	The target value reflects agency goals to ensure we have sufficient firefighters available to respond to the number of wildfires that occur in an average year. Fluctuations in the actual value reflect attrition and challenges with employee recruitment and retention.
	S		**2.2**		Enhance water quality protection by increasing awareness and compliance with Forestry Best Management Practices (BMP).							
	M			***2.2.1***	Forestry Best Management Practices (BMP) Compliance	97%	>95%		Triennial	Agency Records, Triennially	Most recent BMP Monitoring Survey	Best Management Practices compliance as measured in random monitoring surveys of logging operations is an excellent measure of the success of our overall BMP program.
Government and Citizens	**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.							
	M			***3.1.1***	Number of Landowners Assisted	2,246	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.	The number of landowners assisted is directly correlated to the economic impact of private land management in SC. Section 48-23-90 requires SCFC to provide this assistance.
	M			***3.1.2***	Forest management assistance customer satisfaction level	94%	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	Measuring customer satisfaction provides an indication of how well the agency is meeting its customer's expectations and allows SCFC to improve its quality of service.
	M			***3.1.3***	Unfunded reforestation backlog in Forest Renewal Program (FRP)	$864,250	<$1000000		July 1 - 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.	The amount of backlog under this cost-share program is an indicator of the balance between the demand for these funds and the supply of these funds.
	M			***3.1.4***	State Forests - Net Revenue	$339,938	>$100000		July 1 - June 30	Agency Records, Periodically	Sum of all expenses subtracted from the sum of all revenue	Net revenue indicates whether revenue has been sufficient to meet the fiscal needs of state forests.
	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.		`					
	M			***3.2.1***	Urban & Community Forestry program outreach (citizens served)	2,124,256	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	The number of citizens served through SCFC's urban program provides an indication of the agency's fulfillment of Section 48-23-90, which requires SCFC to provide this assistance.
Education, Training, and Human Development	**G**	**4**			**Raise Awareness about the Resource**							

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item # Goal	Item # Strategy	Item # Measure	Description	2018-19 Base	2018-19 Target	2018-19 Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
	S		**4.1**		Provide forestry education programs for targeted audiences.							
	M			***4.1.1***	Forestry education program participants	4,909	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	The number of educational program participants is a function of – and indicator of – the agency's educational programming capacity.
	M			***4.1.2***	Test Score Improvement - Wood Magic Forest Fair	84%	75%		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	The participants' Wood Magic post-test scores are an indicator of the event's effectiveness at educating children about the advantages, benefits and value of trees to our economy, society and well-being.
	S		**4.2**		Enhance the image of the Forestry Commission as an initial source for forest management information and assistance.							
	M			***4.2.1***	SCFC website hits	818,460	900,000		July 1 - June 30	Provided by host of website, Monthly	Sum of number of unique visits to all individual SCFC web pages	The number of unique visits to all SCFC web pages is an indicator of the level of engagement the agency has with the public.
Education, Training, and Human Development	**G**	**5**			**Prepare to Meet Future Demands**							
	S		**5.1**		Maintain a capable, well-trained and diverse work team.							
	M			***5.1.1***	Continuous evaluation of staffing levels (FTEs)	362.55	365.55		July 1 - June 30	State Appropriations Act, Annually	Sum of appropriated FTEs	This performance measure reflects the staffing level identified and required for the agency to achieve its maximum performance and be successful in carrying out its strategic objectives.
	S		**5.2**		Provide employees with a safe and productive working environment.							
	M			***5.2.1***	Reduce loss time incidents that resulted in day(s) away from work	3	0		July 1 - June 30	Claims Activity Report & Accord Form, Daily	Secondary reporting from predetermined calculations	This performance measure is one measure to identify the effectiveness of the agency's safety management program and the agency's proactive approach to prevent workplace injuries and illnesses.
	M			***5.2.2***	Reduce work-related accidents/injuries	4	0		July 1 - June 30	Claims Activity Report & OSHA Form 300, SCEIS leave records, Daily		This performance measure is a measure to identify and evaluate job hazards and/or specific work tasks that may contribute to safety risks in the workplace and to modify the job or make process changes when needed.

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Program Template

Program/Title	Purpose	*FY 2017-18 Expenditures (Actual)* General	Other	Federal	TOTAL	*FY 2018-19 Expenditures (Projected)* General	Other	Federal	TOTAL	Associated Measure(s)
I. Administration	Provide administrative support, i.e. human resources, payroll, benefits, procurement, etc. to agency personnel (SC Code of Laws Title 48, Chapters 23 - 37).	$ 1,136,887			**$ 1,136,887**	$ 1,270,000				5.1.1, 5.2.1, 5.2.2
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).	$ 14,528,844	$ 6,369,444	$ 5,378,895	**$ 26,277,183**	$ 17,300,000	$ 8,390,449	$ 4,100,000		1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.2.3, 1.3.1, 1.3.2, 1.3.3, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.2.1, 3.1.1,3.1.2, 3.1.3, 3.1.4, 3.2.1, 3.2.2, 3.2.3
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).	-	$ 2,696,767		**$ 2,696,767**		$ 2,750,000			2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.2.1, 3.1.1,3.1.2, 3.1.3, 3.1.4, 3.2.1, 3.2.2, 3.2.3
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).	$ 395,933			**$ 395,933**	$ 390,000				4.1.1, 4.1.2, 4.2.1
					$ -				**$ -**	
		$ 16,061,665	$ 9,066,211	$ 5,378,895	**$ 30,506,770**	$ 18,960,000	$ 11,140,449	$ 4,100,000	**$ 34,200,449**	

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	*If yes, what type of service or product?*	*If other service or product, please specify what service or product.*
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.	No	No		
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.	Yes	Yes	Other service or product our agency must/may provide	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.
3	Section 48-23-90: General duties of Commission	State	Statute	Reports to the General Assembly on forest conditions. Prevent, control, and extinquish fires. Enforce forest laws. Advise and assist private land owners. Promote public appreciation of the advantages of forestry and the value of forests.	Yes	Yes	Report our agency must/may provide	Prevent, control, and extinquish fires. Enforce forest laws. Advise and assist private land owners. Promote public appreciation of the advantages of forestry and the value of forests.
4	Sections 48-23-95 through 97: Forest law enforcement	State	Statute	Defines forest law enforcement jurisdiction, responsibilities, and procedures.	Yes	Yes	Other service or product our agency must/may provide	Defines forest law enforcement jurisdiction, responsibilities, and procedures.
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.	No	Yes	Other service or product our agency must/may provide	Defines the growth and sale of forest tree seedlings and transplants; restrictions; receipts to revolving fund; purchase for resale and revolving fund.
6	Section 48-23-120	State	Statute	Acquisition of real estate for timber prodcution and other purposes	No	Yes	Other service or product our agency must/may provide	Acquisition of real estate for timber prodcution and other purposes
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.	Yes	Yes	Other service or product our agency must/may provide	Allows the agency to enter into agreements with federal or other agencies for the acquisition of lands.
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."	Yes	Yes	Distribute funding to another entity	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."
9	Section 48-23-265: Defines Timber Theft and Fraud	State	Statute	Defines timber theft and fraud.	Yes	Yes	Other service or product our agency must/may provide	Defines timber theft and fraud.
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.	Yes	Yes	Other service or product our agency must/may provide	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.
11	Chapter 28: The Forest Renewal Program Section 48-28-10 through 100	State	Statute	Implementation of cost share. Eligibility of landowners.	Yes	Yes	Other service or product our agency must/may provide	Implementation of cost share. Eligibility of landowners.
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.	No	No		Describes how funds will be collected for Forest Renewal Program.
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.	Yes	Yes	Other service or product our agency must/may provide	Definitions of forest land/forest fire. The SC Forestry Commission shall direct forest fire protection work. County forestry boards: terms and duties.
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 prescibed fire and clarifies the role of the certified burner.	Yes	Yes	Other service or product our agency must/may provide	Establishes requirements for conducting prescribed fires. Established Certified Prescribed Fire Manager course and provides limited liability protection to certified burners. Defines prescibed fire and clarifies the role of the certified burner.
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.	Yes	Yes	Other service or product our agency must/may provide	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.
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.	Yes	Yes	Other service or product our agency must/may provide	Sets guidelines for silvicultural activities to protect water quality, soil quality, and productivity, wildlife habitat, and the aesthetic integrity of the forest.
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.	Yes	Yes	Other service or product our agency must/may provide	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.
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.	No	Yes	Other service or product our agency must/may provide	Grant Funds Carry Forward - Authorizes unexpended grant funds in the current year to pay for expenditures incurred in the prior year.

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.	Yes	No			
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.	Yes	Yes	Other service or product our agency must/may provide	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.	
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.	Yes	Yes	Other service or product our agency must/may provide	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.	
22	Proviso 8.4	State	Proviso	Wireless Communications Tower: Department of Administration control of all tower leases and new tower constructions.	No	Yes	Other service or product our agency must/may provide	Wireless Communications Tower: Department of Administration control of all tower leases and new tower constructions.	
23	Proviso 93.20 (was Proviso 93.23)	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.	No	Yes	Other service or product our agency must/may provide	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.	
24	Proviso 93.21 (was Proviso 93.25)	State	Proviso	Cyber Security - Adoption and Implementation of cyber security policies, guidelines, and standards.	Yes	Yes	Other service or product our agency must/may provide	Cyber Security - Adoption and Implementation of cyber security policies, guidelines, and standards.	
25	Proviso 117.15	State	Proviso	Allowance for Residences & Compensation Restrictions - Authorizes residences for forestry aides and caretaker at central headquarters.	Yes	Yes	Other service or product our agency must/may provide	Allowance for Residences & Compensation Restrictions - Authorizes residences for forestry aides and caretaker at central headquarters.	
26	Proviso 117.84	State	Proviso	Websites - Providing link on agency website to monthly state procurement card statements or report with same information.	Yes	Yes	Report our agency must/may provide	Websites - Providing link on agency website to monthly state procurement card statements or report with same information.	
27	Proviso 117.104	State	Proviso	Technology & Remediation - Funds to DIS (and to state agencies) to develop statewide information security program and to address most serious information security vulnerabilities.	Yes	No			
28	Proviso 117.106	State	Proviso	Data Breach Notification - Requirements for state agencies.	Yes	Yes	Report our agency must/may provide	Data Breach Notification - Requirements for state agencies.	
29	Proviso 117.113	State	Proviso	Information Technology and Information Security Plans	Yes	Yes	Report our agency must/may provide	Information Technology and Information Security Plans.	
30	Proviso 117.121	State	Proviso	Strategic I.T. Plan Imp. - Covers using DTO disaster recovery services	Yes	No			
32	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.	Yes	Yes	Other service or product our agency must/may provide	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.	
33	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.	No	Yes	Other service or product our agency must/may provide	Designed to protect species from extinction. Requires the SC Forestry Commission to manage for threatened & endangered species on state forests.	
34	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.	Yes	No			
35	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.	Yes	Yes	Other service or product our agency must/may provide	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.	
36	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 adminsters South Carolina's Best Management Practices for Forestry through an MOU with SCDHEC.	Yes	Yes	Other service or product our agency must/may provide	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 adminsters South Carolina's Best Management Practices for Forestry through an MOU with SCDHEC.	

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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)	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 & Information	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	

FORESTRY COMMISSION

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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.
		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

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(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).	Develop The Resource Manage The Resource
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.	Protect The Resource
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.	Manage The Resource
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 SC NG aircraft equipped with Bambi buckets to suppress wildfires and protect homes from damage. Provide military appreciation hunts and forestry awareness programs.	Protect The Resource
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.	Protect The Resource
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.	Develop The Resource
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.	Develop The Resource Manage The Resource Protect The Resource
The Society for Conservation GIS (SCGIS)	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 coordinationg 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.	Manage The Resource
US Fish & Wildlife Service	Federal Government	The SCFC and US Fish & Willdife Service cooperate on wildfire suppression, fire prevention, federal excess equipment, and training through a Cooperative Agreement.	Manage The Resource Protect The Resource
National Park Service	Federal Government	The SCFC and USFS cooperate on wildfire suppression, fire prevention, federal excess equipment, and training through a Cooperative Agreement.	Manage The Resource Protect The Resource
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.	Protect The Resource
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.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Manage The Resource

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 Forest Stewardship and Urban & Community Forestry. 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.	Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Manage The Resource
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.	Manage The Resource
The Nature Conservancy	Non-Governmental Organization	SCFC partners with The Nature Conservancy on conservation projects across South Carolina.	Manage The Resource Protect The Resource
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.	Manage The Resource Raise Awareness About The Resource
Councils of Government	Local Government	SCFC Urban & Community Forestry staff work with the local COGs to facilitate planning at the county level.	Manage The Resource Raise Awareness About The Resource
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.	Develop The Resource
SC Timber Producers Association	Professional Association	The SC Forestry Commission's Environmental Management staff holds Best Management Practices training program for loggers and foresters.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Develop The Resource Manage The Resource
Association of Consulting Foresters	Professional Association	The SCFC assists this partner in setting up training and outreach programs for foresters.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
South Carolina Ports Authority	State Government	The SC Forestry Commission cooperates with the SC Ports Authority on international trade issues for forest products.	Develop The Resource
SC Department of Agriculture	State Government	Agribusiness projects; outreach to farmers through landowner programs	Develop The Resource Manage The Resource
SC Palmetto Agribusiness Council	Non-Governmental Organization	Agribusiness projects	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Develop The Resource Raise Awareness About The Resource
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.	Develop The Resource
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.	Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Manage The Resource Protect The Resource Raise Awareness About The Resource

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.	Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Develop The Resource
SC Wildlife Federation	Non-Governmental Organization	SCFC works with this partner to make and revise policies that relate to the conservation of forest lands.	Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Manage The Resource Raise Awareness About The Resource
SC Nature Conservacy	Non-Governmental Organization	The SCFC and SC Nature Conservacy cooperate on conservation issues relating to policies and land acquisitions. This group also supports our education and outreach programs.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
SC Association of Conservation Districts	Non-Governmental Organization	The SCFC receives advice from the SC Assocation of Conservation Districts on the Forest Stewardship Progam and conservation issues.	Manage The Resource
SC Farm Bureau	Private Business Organization	SC Farm Bureau and SCFC work with policies and advisory committes in forestry-related issues.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
The Conservation Fund	Non-Governmental Organization	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.	Develop The Resource Manage The Resource
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	Manage The Resource Prepare To Meet Future Demands
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	Manage The Resource Protect The Resource Raise Awareness About The Resource
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	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource Prepare To Meet Future Demands
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.	Develop The Resource
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.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Develop The Resource Manage The Resource
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.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource

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.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
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.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource
County and State Forestry Advisory Boards	State Government	County Forestry Boards (COBs) are legally constituted boards to serve in an advisory capacity to the SC Forestry Commission in all matters relative to the general forestry program in South Carolina. Provisions for establishment of these COBs are found in the 1976 Code of Laws of South Carolina, as amended, Title 48, Chapter 33, known as the "South Carolina Forest Fire Protection Act," which became law in April, 1945. The Forestry Commission looks upon COBs as representing the people of the county in all matters pertaining to forestry and through the State Advisory Committee of COBs they serve in an advisory capacity to the Forestry Commission in all phases of forestry, including forest fire control, forest management, reforestation, information and education, research, forest insect and disease control, etc.	Develop The Resource Manage The Resource Protect The Resource Raise Awareness About The Resource Prepare To Meet Future Demands

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Report and External Review Template

Item	Is this a Report, Review, or both?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
1	External Review and Report	Restructuring Report	House Legislative Oversight Committee	State	Annually	March 1, 2015	Increased Efficiency	http://www.state.sc.us/forest/docs/houseoversight2016.pdf
2	External Review and Report	Restructuring Report	Senate Legislative Oversight Committee	State	Annually	January 1, 2016	Increased Efficiency	http://www.state.sc.us/forest/docs/senateoversight2015.pdf
3	External Review and Report	Accountability Report	Executive Budget Office	State	Annually	September 15, 2018	Identify key program area descriptions and expenditures and link those to key financial and performance results measures.	https://www.state.sc.us/forest/docs/2016-17scfcaccountabilityreport.pdf
4	External Review and Report	Annual Report to Legislature on the State of Forestry	General Assembly	State	Annually	January 1, 2018	State of Forestry	https://www.state.sc.us/forest/pubs/ar2017-18.pdf
5	External Review and Report	Debt Collection Report	Senate Finance and Ways and Means	State	Annually	February 1, 2018	Report detailing agency's amount of of outstanding debt and all methods it has used to collect that debt.	https://www.state.sc.us/forest/docs/2016scfcdebtcollectionreport.pdf
6	External Review and Report	Bank Account Transparency and Accountability	Budget and Control Board	State	Annually	October 1, 2017	Report composite reservoir bank accounts not included in the Comptroller General's Statewide Accounting and Reporting System or the South Carolina Enterprise Information System.	https://www.state.sc.us/forest/docs/scfcbankaccttransparencyandaccountabilityreport2017.pdf
7	External Review and Report	Information technology and information security plan for Fiscal Year 2017-18	Department of Administration per Executive Order 2016-07 and Budget Proviso 117.114	State	Annually	October 1, 2017	DOA requested information of agency's information technology and security plans such as objectives, inventory, performance measures, coordination with other agencies, budget plans, IT costs, new IT projects, personnel information, compliance with security policies, risk management, agency's sensitive data, and privacy requirements.	DOA's Secure eRoom