

**Legislative Oversight Committee**

South Carolina House of Representatives

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Columbia, South Carolina 29211

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**2016 Annual Restructuring Report**

**Agency Name:** South Carolina Forestry Commission  
January 12, 2016

Agency Head

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# General Instructions

SUBMISSIONS	
What to submit?	Please submit this document electronically only in both the original format (Excel) as well as in a PDF document. Save the document as "2016 - Agency ARR ( <i>insert date agency submits report</i> )."
When to submit?	The deadline for submission is by the first day of session, January 12, 2016.
Where to submit?	Email all electronic copies to <a href="mailto:HCommLegOv@schouse.gov">HCommLegOv@schouse.gov</a> .

**NOTE:** If the agency enters its Name and the Date of Submission in the "Cover Page" tab, it should automatically populate at

WHERE INFORMATION WILL APPEAR	
Where will submissions appear?	The information included in the agency's report will appear online for all legislators and the public to view. On the South Carolina Statehouse Website it will appear on the Publications page as well as on the individual agency page, which can be accessed from the House Legislative Oversight Page.

QUESTIONS	
Who to contact?	House Legislative Oversight at 803-212-6810.

OTHER INFORMATION	
<b><i>House Legislative Oversight</i></b>	
Mailing	Post Office Box 11867
Phone	803-212-6810
Fax	803-212-6811
	<a href="mailto:HCommLegOv@schouse.gov">HCommLegOv@schouse.gov</a>
Web	The agency may visit the South Carolina General Assembly Home Page ( <a href="http://www.scstatehouse.gov">http://www.scstatehouse.gov</a> ) and click on "Citizens' Interest" then click on "House Legislative Oversight Committee Postings and Reports."

# Legal Standards

**This is the first chart in the report because the legal standards which apply to the agency should serve as the basis for the agency's mission, vision and strategic plan.**

<b>Agency Responding</b>	South Carolina Forestry Commission		
<b>Date of Submission</b>	12-Jan-16		

*Instructions*: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. If the agency grouped Laws together last year, they can continue to do so this year. However, please be aware that when the agency goes under study, the House Legislative Oversight Committee will ask it to list each Law individually. The Committee makes this request so the agency can then analyze each of the Laws to determine which current Laws may need to be modified or eliminated, as well as any new Laws possibly needed, to allow the agency to be more effective and efficient or to ensure the Law matches current practices and systems. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

<b>Item #</b>	<b>Statute, Regulation, or Proviso Number</b>	<b>State or Federal</b>	<b>Summary of Statutory Requirement and/or Authority Granted</b>	<b>Is the law a Statute, Proviso or Regulation?</b>
1	<b>Sections 48-23-10 through 48-23-60</b>	State	Establishes the SC Forestry Commission, terms of office, and qualifications of Commissioners, meetings, and reimbursement, qualifications of State Forester.	Statute
2	<b>Sections 48-23-70 through 48-23-86</b>	State	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.	Statute
3	<b>Section 48-23-90: General duties of Commission</b>	State	Reports to the General Assembly on forest conditions. Prevent, control, and extinguish fires. Enforce forest laws. Advise and assist private land owners. Promote public appreciation of the advantages of forestry and the value of forests.	Statute

# Legal Standards

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4	<b>Sections 48-23-95 through 97: Forest law enforcement</b>	State	Defines forest law enforcement jurisdiction, responsibilities, and procedure	Statute
5	<b>Section 48-23-100: Growing and selling forest tree seedlings and transplants</b>	State	Defines the growth and sale of forest tree seedlings and transplants; restrictions; receipts to revolving fund; purchase for resale and revolving fund.	Statute
6	<b>Section 48-23-130: Acquisition by Commission of Lands for State Forests</b>	State	Allows the agency to enter into agreements with federal or other agencies for the acquisition of lands.	Statute
7	<b>Section 48-23-260: Counties containing State Forest Lands Shall Share in Revenues</b>	State	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."	Statute
8	<b>Section 48-23-265: Defines Timber Theft and Fraud</b>	State	Defines timber theft and fraud.	Statute

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9	<b>Section 48-23-295 Forestry Services to Landowners</b>	State	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.	Statute
10	<b>Chapter 28: The Forest Renewal Program</b>	State	Implementation of cost share. Eligibility of landowners.	Statute
11	<b>Chapter 30: Primary Forest Product Assessment</b>	State	Describes how funds will be collected for Forest Renewal Program.	Statute
12	<b>Chapter 33: Forest Fire Protection Act</b>	State	Definitions of forest land/forest fire. The SC Forestry Commission shall direct forest fire protection work. County forestry boards: terms and duties.	Statute
13	<b>Chapter 34: Prescribed Fire Act</b>	State	Establishes requirements for conducting prescribed fires. Established Certified Prescribed Fire Manager course and provides limited liability protection to certified burners. Defines prescribed fire and clarifies the role of the certified burner.	Statute
14	<b>Chapter 35: Regulation of Fires on Certain Lands</b>		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.	Statute
15	<b>Chapter 36: Best Management Practices Act</b>	State	Sets guidelines for silvicultural activities to protect water quality, soil quality, and productivity, wildlife habitat, and the aesthetic integrity of the forest.	Statute

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16	<b>Chapter 37: Southeastern Interstate Forest Fire Protection Compact</b>	State	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.	Statute
17	<b>Proviso 43.1</b>	State	Grant Funds Carry Forward - Authorizes unexpended grant funds in the current year to pay for expenditures incurred in the prior year.	Proviso
18	<b>Proviso 43.2</b>	State	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.	Proviso
19	<b>Proviso 43.3</b>	State	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.	Proviso
20	<b>Proviso 43.4</b>	State	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.	Proviso
21	<b>Proviso 101.4</b>	State	Wireless Communications Tower BCB control of all tower leases and new tower constructions.	Proviso
22	<b>Proviso 101.23</b>	State	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.	Proviso
23	<b>Proviso 101.32</b>	State	Cyber Security - Adoption and Implementation of cyber security policies, guidelines, and standards.	Proviso
24	<b>Proviso 117.15</b>	State	Allowance for Residences & Compensation Restrictions - Authorizes residences for forestry aides and caretaker at central headquarters.	Proviso
25	<b>Proviso 117.89</b>	State	Websites - Providing link on agency website to monthly state procurement card statements or report with same information.	Proviso

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Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
26	<b>Proviso 117.117</b>	State	Data Breach Notification - Requirements for state agencies.	Proviso
27	<b>Proviso 117.131</b>	State	Information Technology Disaster Recovery Plan.	Proviso
28	<b>Proviso 117.132</b>	State	Information Technology and Information Security Plans.	Proviso
29	<b>42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act</b>	Federal	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.	Statute
30	<b>7 U.S.C. Section 136: Endangered Species Act</b>	Federal	Designed to protect species from extinction. Requires the SC Forestry Commission to manage for threatened & endangered species on state forests.	Statute
31	<b>42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act</b>	Federal	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.	Statute
32	<b>P.L. 95-313: Cooperative Forestry Assistance Act</b>	Federal	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.	Statute

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Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
33	<b>33 U.S.C. Section 1251-1387: Clean Water Act</b>	Federal	Primary federal law governing water pollution. Administered in SC by DHEC, this law governs forest management activities in wetlands, road construction, and impacts to water quality. The SC Forestry Commission administers South Carolina's Best Management Practices for Forestry through an MOU with SCDHEC.	Statute
34	<b>Proviso 117.85 (was 117.89)</b>	State	Requires agency to provide link on its website to the website that posts the agency's monthly procurement card statement or reports	Proviso
35	<b>Proviso 117.110 (was 117.117)</b>	State	Data Breach Notification - Requirements for state agencies.	Proviso
36	<b>Proviso 117.118 (replaced 117.131 and 117.132)</b>	State	Requires agency to submit an information technology plan and an information security plan for Fiscal Year 2015-16 and submit updates if there are changes following initial submission	Proviso



## Mission, Vision and Goals

This is the second chart because the agency's mission and vision should have a basis in the legal standards, which the agency provided in the previous chart. After the agency knows the laws it must satisfy, along with its mission and vision, it can then set goals to satisfy those laws and achieve that vision (and the strategy and objectives to accomplish each goal - see next chart). To ensure accountability, one person below the head of the agency should be responsible for each goal. The same person is not required to be responsible for all of the goals.

<b>Agency Responding</b>	South Carolina Forestry Commission					
<b>Date of Submission</b>	12-Jan-16					
<b>Fiscal Year for which information below pertains</b>	2015-16					
<i>Instructions:</i> Provide the agency's mission, vision and laws (i.e. state and/or federal statutes) which serve as the basis for the agency's mission and vision.						
<b>Mission</b>	The mission of the South Carolina Forestry Commission is to protect, promote,					
<b>Legal Basis for agency's mission</b>	SC Code of Laws, Sections 48-23-10 through 48-23-60					
<b>Vision</b>	Across all ownerships, South Carolina's forest resources are well-protected and					
<b>Legal Basis for agency's vision</b>	SC Code of Laws, Sections 48-23-10 through 48-23-60					
<i>Instructions:</i>						
<b>Legal Responsibilities Satisfied</b>	<b>Goals &amp; Description</b>	<b>Describe how the Goal is S.M.A.R.T.</b>	<b>Public Benefit/Intended Outcome</b>	<b>Responsible Person Name:</b>	<b>Number of months person has been responsible for the goal or objective:</b>	<b>Position:</b>
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	<b>S</b> pecific <b>M</b> easurable <b>A</b> ttainable <b>R</b> elevant <b>T</b> ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
Section 48-23-90. General duties of commission Section 48-23-100: Growing and selling forest tree seedlings and transplants Section 48-30-50. Collection of assessment by Department of Revenue; information and assistance to be provided by State Forester; reimbursement of department for collection costs.	Goal 1 - Develop The Forest Resource	This goal is specific in that it directs the agency to take the lead in promoting South Carolina forest products in order to grow market share. Key metrics include capital investment, jobs created and economic impact to the state. There is a definite relationship between agency investment in this goal and results. This goal is relevant to the state in that South Carolina is two-thirds forested and forestry is a leading component of the economy. The goal is time-bound in that it can be quantified annually in annual reports & accountability reports.	Accomplishment of Goal 1 would result in jobs being created for South Carolina citizens and an increase in the economic impact of forestry to the state's economy. Currently, forestry has an \$18.6 billion economic impact and provides incomes to over 90,000 families.	Tim Adams	12	Resource Development Director

# Mission, Vision and Goals

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	<b>S</b> pecific <b>M</b> easurable <b>A</b> ttainable <b>R</b> elevant <b>T</b> ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act	Goal 2 - Protect The Forest Resource	This goal is specific in that it directs the agency to provide protection of the state's forest resource, including wildfire control, wildfire prevention, investigation of wildfire and timber related crimes, protection of water quality during forestry operations, management of smoke from wildfires and prescribed burns, and the protection of endangered species. It is measurable because the agency can track the number of wildfires suppressed & investigated, number of notifications to SCFC dispatch, number of forestry operations evaluated for compliance with water quality best management practices, and the number of timber related crimes investigated. It is attainable based on response time goals established by agency leadership, the rate of procurement of new firefighting equipment, the recruitment of front line firefighters, and the periodic monitoring of compliance with best management practices. It is relevant because protection of our valuable forest	Wildfires are suppressed and the public and the valuable forest industry is protected; Wildland fuels are managed and kept at reasonable levels; Air and water quality are maintained at acceptable levels through application of Smoke Management Guidelines and Best Management Practices. Resources are dispatched efficiently, resulting in rapid response, low average fire size, and minimal loss of homes & forest land. Wildfire prevention is conducted in high-risk areas, and wildfires are investigated to determine the origin & cause. Timber theft/fraud complaints are investigated promptly, cases are prosecuted, and losses are recovered for forest landowners.	Darryl Jones	12	Forest Protection Chief
Section 48-23-130: Acquisition by Commission of Lands for State Forests; Section 48-23-295 Forestry Services to Landowners; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act	Goal 3 - Manage The Forest Resource	Specific - directs the agency to provide technical assistance to owners of forestland to help them achieve their objectives on their property. It also directs the agency to manage state forests in a sustainable manner to provide benefits to the public and to serve as demonstration areas for other forest landowners. Measurable - the agency can track the number of landowners assisted, acres of private land receiving assistance, and state forest accomplishments such as acres treated and revenue generated. Attainable - based on the historic demand/workload generated by private landowners and by the harvest planning model used on state forests. Relevant - because of the importance of both private land and state forests to the economic viability of South Carolina. Time-bound - on an annual basis, pursuant to the agency's own reporting requirements.	The intended outcome of this goal is a higher level of benefits to the citizens of South Carolina from well-managed private forestland and state forests. These benefits include adequate timber supply to sustain and grow the state's forest industry, improved wildlife habitat for a wide variety of species, protection of soil and water quality, recreational opportunities, and beautiful scenery.	Russell Hubright	12	Forest Management Chief

## Mission, Vision and Goals

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	<b>S</b> pecific <b>M</b> easurable <b>A</b> ttainable <b>R</b> elevant <b>T</b> ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
Section 48-23-90	Goal 4 - Raise Awareness About The Forest Resource	This goal is specific in that it directs the agency to promote a proper appreciation by the public of the advantages of forestry and the benefits to be derived from forest culture and preservation. It is measurable because the agency can track the number of education programs and their participants as well as the distribution and receipt of promotional information. The goal is attainable based on target values set by the Communications and Public Information Director; it is relevant because it pertains specifically to its basis in the SC Code of Laws. The goal is time-bound on an annual basis, pursuant to the agency's own reporting requirements.	All citizens, particularly students, teachers and landowners, will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Doug Wood	12	Communication s and Public Information Director
Section 48-23-90	Goal 5 - Prepare To Meet Future Demands	This goal is specific in that it helps the agency focus on current and future demands in fulfilling the mission. The goal is measurable because the agency can track employee training and performance. The goal is attainable by ensuring that all agency employees have attended all necessary training. The goal is relevant in ensuring that the agency's mission is carried out. The goal is time-bound on an ongoing basis.	Adequately staff and train current and future employees in order to successfully fulfill the agency mission, help further the economic impact that forestry has on the community, and protect agency employees and citizens of South Carolina.	Larry Moody	12	Director of Administration



# Strategy, Objectives and Responsibility

Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... <b>S</b> pecific; <b>M</b> easurable; <b>A</b> ttainable; <b>R</b> elevant; and <b>T</b> ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) <b>Just enter the intended outcome</b>						
Section 48-23-90. General duties of commissionSection	Objective 1.1.1 - Provide leadership in the identification, recruitment and development of appropriate primary and secondary forest industries.	The agency has a clearly defined role in forestry-related economic development. Progress can be ascertained through economic development announcements which typically include capital investment and jobs created. Agency investment in resources is associated with successful attainment of goals. This is directly relevant to the economic health of the state's economy as the state is two-thirds forested. Results are typically reported annually.	Forestry-related economic development requires specific knowledge and skills related to forest resource and analysis. The state is better positioned to recruit forest industry with the agency staffed to perform this role.	Tim Adams	12 months	Resource Development Director	5500 Broad River Road, Columbia SC 29212	Resource Development	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development
Section 48-23-90. General duties of commissionSection	Objective 1.1.2 - Cooperate with economic development organizations and forestry-related interests to promote forestry in SC.	The agency has a specific role in representing forestry-related businesses for both primary and secondary industry. Economic development goals are measureable as mentioned above. Marketing measures include annual export estimates. Mill production surveys are done every 2 years. Goals are clearly attainable based on resources committed to this program. There is no other agency charged with forestry-related economic development. Results are reported annually.	The agency cooperates with numerous other federal, state and local, and private economic development organizations that cover a range of interests from export assistance to industry recruitment. The public benefit of this objective is that jobs are created and forestry's economic contribution to the state's economy is increased.	Tim Adams	12 months	Resource Development Director	5500 Broad River Road, Columbia SC 29212	Resource Development	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development

# Strategy, Objectives and Responsibility

Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... <b>S</b> pecific; <b>M</b> easurable; <b>A</b> ttainable; <b>R</b> elevant; and <b>T</b> ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) <b>Just enter the intended outcome</b>						
Section 48-23-90. General duties of commissionSection	Objective 1.1.3 - Identify and recommend new mechanisms that would encourage management of forestlands for forest products and forest-related amenities.	The agency has a specific role in assisting forest landowners to make their forestlands productive and profitable. The development of new products and markets is measureable. Agency investment in resources for existing industry support is attainable and directly related to success. Agency involvement is relevant as no other agency is charged with forestry-related marketing. It is time-bound as results can be reported annually.	Developing new markets for timber and non-timber forest products will increase the value of forestland for landowners. The more profitable forestland can be, the more likely it is that it will be retained in forestland.	Tim Adams	12 months	Resource Development Director	5500 Broad River Road, Columbia SC 29212	Resource Development	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development
Section 48-23-90. General duties of commissionSection	Strategy 1.2 - Provide policy makers, the forestry community, and the interested public accurate and timely information on the state's forest inventory and health.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act	Objective 1.2.1 - Maintain funds and personnel to re-measure the state's Forest Inventory and Analysis (FIA) plots on a five-year cycle.	The agency has a specific responsibility within the federal Forest Inventory and Analysis (FIA) program to collect FIA data in South Carolina. We have committed to measuring 1 panel per year which will result in completing a full cycle within 5 years. At current staffing, this goal is attainable based on past success. The need for forest resource data for economic development purposes makes this extremely relevant. Agency commitments to annual and 5-year deadlines makes it time-bound.	The forest resource & analysis program provides forest resource information that is critical to the success of forest industry. A sustainable forest resource is essential to growing a healthy forest industry.	Tim Adams	12 months	Resource Development Director	5500 Broad River Road, Columbia SC 29212	Resource Development	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development



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(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... <b>S</b> pecific; <b>M</b> easurable; <b>A</b> ttainable; <b>R</b> elevant; and <b>T</b> ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) <b>Just enter the intended outcome</b>						
Section 48-23-100 Growing and selling forest tree seedlings and transplants	Objective 1.3.1 - Produce genetically improved loblolly and longleaf seed to maximize timber production on public and private timberlands.	SC Code of Laws specifically permits the agency to produce seedlings for landowner use. To successfully market seedlings, the agency must provide state-of-the-art, genetically advanced seedling. Tree improvement for both longleaf and loblolly is measured in generations. Agency loblolly orchards are currently in the 3rd generation. Cooperative members move from generation to generation together for the most part. Nursery operations for the agency is allowed under SC Code of Laws. The growing season and tree planting season puts a time-bound on our program and matches well with our <del>treeing periods</del>	The agency's role in seedling production is to provide state of the art seedlings for tree planting. Tree breeding can influence the growth rates of trees as well as their quality traits, such as wood quality, limb size and angle, and disease resistance. The public benefits with each successive generation in tree breeding.	Tim Adams	12 months	Resource Development Director	5500 Broad River Road, Columbia SC 29212	Resource Development	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development
Section 48-23-100 Growing and selling forest tree seedlings and transplants	Objective 1.3.2 - Partner with nursery and tree improvement research cooperatives to maintain access to technical expertise and high-value plant material.	The agency specifically partners with university-based public/private cooperatives to stay abreast of current research. We are members of 2 cooperatives currently. For our current program, the level of involvement in cooperatives is attainable. Partnering with research cooperatives is a realistic and efficient method of program improvement. Membership is time-bound for 1 year at a time.	The public benefit to the agencies partnering with research cooperatives is in the quality of our seedlings, both genetic quality and physiological quality.	Tim Adams	12 months	Resource Development Director	5500 Broad River Road, Columbia SC 29212	Resource Development	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development





# Strategy, Objectives and Responsibility

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(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... <u>S</u> pecific; <u>M</u> easurable; <u>A</u> ttainable; <u>R</u> elevant; and <u>T</u> ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) <u>Just enter the intended outcome</u>						
Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act	Objective 2.1.1 - Equip agency firefighters and dispatch centers with current technology, equipment and sufficient staffing.	<u>S</u> : Relates to ensuring agency firefighters and support personnel have the safest, most efficient technology & equipment available, along with adequate personnel, to effectively suppress wildfires. <u>M</u> : based on desired staffing and equipment levels. <u>A</u> : utilizing appropriated funds, <u>R</u> : because the agency is mandated to suppress wildfires, <u>T</u> : based on regionally accepted equipment replacement timelines.	Agency firefighters are provided with environmental cab firefighting units that provide maximum protection. Dispatch centers utilize the best technology available to ensure efficient wildfire suppression, maintain resource accountability, and document emergency response, wildfire control, and prescribed burning activity. Sufficient numbers of highly trained wildland firefighters, dispatchers, and support personnel are available to facilitate the agency mission.	Darryl Jones	12	Forest Protection Chief	5500 Broad River Road, Columbia SC 29212	Forest Protection Division	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team
Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act	Objective 2.1.2 - Train SCFC personnel and cooperators for response to wildfires and other disasters.	<u>S</u> : Agency firefighters are trained to national standards in order to effectively suppress wildfires. <u>M</u> : Fire training is conducted for all new firefighters, and annually for existing firefighters. <u>A</u> : Training guides have been developed, and ensure progress is made toward reaching training goals. <u>R</u> : effective training ensures firefighter safety during response, and increases the safety of the public. <u>T</u> : Annual proficiency is required, along with annual physical fitness	A sufficient number of well-trained firefighters and support personnel are in place to provide protection to the public and the forest resource.	Darryl Jones	12	Forest Protection Chief	5500 Broad River Road, Columbia SC 29212	Forest Protection Division	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team

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Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act	Objective 2.1.4 - Increase wildfire prevention efforts, hazardous fuels reduction and enrollment in the Firewise Communities program.	<b>S</b> : Wildfire prevention is conducted annually in high-risk areas. Fuels reduction work (prescribed burning & mechanical) is conducted near at-risk communities, and employees work with communities and fire departments to increase participation in the Firewise program. <b>M</b> : Education efforts and community participating is measured throughout the year. <b>A</b> : targeted fire prevention and community preparedness can reduce wildfire risk dramatically. <b>R</b> : Wildfire prevention relates to a core agency mission of wildfire control. <b>T</b> : Annual prevention and preparedness activities are conducted before peak wildfire season.	Wildfires are prevented when possible, resulting in less severe impacts to public safety from wildfire, less exposure to harm to firefighters, and better likelihood of successful protection of the public, homes, and the forest resource from wildfires. Fuels in high risk areas are kept at manageable levels through prescribed burning and mechanical treatments. Community Wildfire Protection Plans are developed, and assistance is provided to enroll communities in the Firewise program.	Darryl Jones	12	Forest Protection Chief	5500 Broad River Road, Columbia SC 29212	Forest Protection Division	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team

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	Strategy 2.2 - Ensure prompt response to insects, other forest pests, and disease outbreaks and forest health concerns.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission;	Objective 2.2.1 - Train agency personnel and cooperators on survey techniques, identification and control of forest pests.	S: Field personnel are trained to identify and diagnose forest pests. M: Training is conducted in classroom and through demonstrations and field visits annually. A: Regular training keeps field personnel up to date on current treatment regimes for pests. R: Protection of the forests of the state is mandated by statute. T: Training is conducted annually, complimented by field visits and practical application of knowledge	Agency personnel are sufficiently trained to identify forest pests and provide recommendations for control to forest landowners. Personnel are trained to conduct surveys to evaluate forest pest outbreaks, notify affected landowners, and assist with treatment.	Darryl Jones	12	Forest Protection Chief	5500 Broad River Road, Columbia SC 29212	Forest Protection Division	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team



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SC Code of Laws, Title 48 Chapter 36 - South Carolina Forest Best Management Practices Act	Objective 2.3.1 - Improve delivery of the Courtesy BMP Exam Program to protect water quality during forestry operations.	The Courtesy Exam Program is the backbone of our Environmental Program. Results are reported monthly online. Monthly goals are attainable and routinely met. The Courtesy Exam Program is relevant to the entire program because it is intended to prevent water quality problems rather than mediate them after the fact. Results are time-bound in that they are reported monthly and annually.	The Courtesy Exam program is intended to minimize nonpoint source water quality pollution from occurring during silvicultural activities rather than mitigating problems after they occur.	Tim Adams	12 months	Resource Development Director	5500 Broad River Road, Columbia SC 29212	Resource Development	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development
SC Code of Laws, Title 48 Chapter 36 - South Carolina Forest Best Management Practices Act	Objective 2.3.2 - Provide BMP training to agency personnel, forest landowners and forest industry through the TOP Logger Program.	BMP training is specifically required to educate forestry professionals and landowners on state-approved guidelines. Attendance and contact hours are reported monthly and annually. Goals are set annually and are typically exceeded. Educational programs are updated routinely. Goals are time-bound annually.	BMP training insures that forestry operators know how to properly implement best management practices in order to protect water quality and site productivity.	Tim Adams	12 months	Resource Development Director	5500 Broad River Road, Columbia SC 29212	Resource Development	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development
SC Code of Laws, Title 48 Chapter 36 - South Carolina Forest Best Management Practices Act	Objective 2.3.3 - Continue BMP monitoring to document the implementation and compliance with Forestry Best Management Practices.	BMP monitoring is required to document the overall success of the program. Percent compliance is compiled based on a random sample of sites. Monitoring is typically done every 2-3 years to follow trends. It is relevant in determining needs for improvement in BMP training. Monitoring cycles are timebound by regional protocols.	BMP monitoring tracks the overall success of the Environmental Program and it is used to improve BMP training of landowners and forestry professionals in order to improve water quality protection and site productivity.	Tim Adams	12 months	Resource Development Director	5500 Broad River Road, Columbia SC 29212	Resource Development	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development

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Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment Chapter 36: Best Management Practices Act; Chapter 34: Prescribed Fire Act; Chapter 36: Best Management Practices Act; Section 48-23-295 Forestry Services to Landowners; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; P.L. 95-313: Cooperative Forestry Assistance Act	<b>Goal 3 - Manage The Resource</b>	Specific - directs the agency to provide technical assistance to owners of forestland to help them achieve their objectives on their property. It also directs the agency to manage state forests in a sustainable manner to provide benefits to the public and to serve as demonstration areas for other forest landowners. Measurable - the agency can track the number of landowners assisted, acres of private land receiving assistance, and state forest accomplishments such as acres treated and revenue generated. Attainable - based on the historic demand/workload generated by private landowners and by the harvest planning model used on state forests. Relevant - because of the	The intended outcome of this goal is a higher level of benefits to the citizens of South Carolina from well-managed private forestland and state forests. These benefits include adequate timber supply to sustain and grow the state's forest industry, improved wildlife habitat for a wide variety of species, protection of soil and water quality, recreational opportunities, and beautiful scenery.	Tom Patton	12	Deputy State Forester	5500 Broad River Road, Columbia SC 29212	Operations	Protection; management; regional operations; facilities
	Strategy 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.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Chapter 36: Best Management Practices Act; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; P.L. 95-313: Cooperative Forestry Assistance Act	Objective 3.1.1 - Provide forest management services to landowners to improve timber production, aid in efficient utilization of the timber resource, and foster conservation and multiple use of the forest resource.	<b>Specific</b> - it pertains to technical assistance provided to owners of forestland; <b>Measurable</b> - it can be quantified in terms of landowners served and acres treated; <b>Attainable</b> - the agency has foresters assigned to provide this assistance; <b>Relevant</b> - SCFC is required by law to provide this service; <b>Time-bound</b> - the agency annually reports accomplishments related to this objective.	The intended outcome of this objective is a higher level of benefits to the citizens of South Carolina from well-managed private forestland. These benefits include adequate timber supply to sustain and grow the state's forest industry, improved wildlife habitat for a wide variety of species, protection of soil and water quality, recreational opportunities, and beautiful scenery.	Russell Hubright	12	Forest Management Chief	5500 Broad River Road, Columbia SC 29212	Forest Management Division	Landowner assistance; state forests; state lands; urban forestry; stewardship

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Section 48-23-90: General duties of Commission; Section 48-23-295 Forestry Services to Landowners; Chapter 34: Prescribed Fire Act; Chapter 36: Best Management Practices Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act	Objective 3.1.2 - Provide special services, for a fee, that are not adequately provided by the private sector, such as prescribed burning, firebreak plowing, and water bar construction.	<b>Specific</b> - it pertains to the services provided on private forestland; <b>Measurable</b> - it can be quantified in terms of number of contracts, revenue generated, and acres treated; <b>Attainable</b> - the agency has personnel and equipment available to provide these services; <b>Relevant</b> - these services are desired by many landowners and provide multiple benefits; <b>Time-bound</b> - the accomplishment of these services is reported on an annual basis.	The intended outcome of this objective is a higher level of benefits to the citizens of South Carolina from well-managed private forestland. These benefits include adequate timber supply to sustain and grow the state's forest industry, improved wildlife habitat for a wide variety of species, protection of soil and water quality, recreational opportunities, and beautiful scenery.	Russell Hubright	12	Forest Management Chief	5500 Broad River Road, Columbia SC 29212	Forest Management Division	Landowner assistance; state forests; state lands; urban forestry; stewardship
Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; P.L. 95-313: Cooperative Forestry Assistance Act	Objective 3.1.3 - Administer current reforestation programs. Actively seek partnerships that increase the diversity of sources for reforestation assistance and the funding available for forestry practices.	<b>Specific</b> - it pertains to assistance provided to owners of forestland to help them establish trees on their property; <b>Measurable</b> - it can be quantified in terms of landowners served, acres treated, and cost-share funds distributed; <b>Attainable</b> - the agency has foresters assigned to provide this assistance; <b>Relevant</b> - SCFC is required by law to provide this service; <b>Time-bound</b> - the agency annually reports accomplishments related to this objective.	The intended outcome of this objective is a higher level of benefits to the citizens of South Carolina from well-managed private forestland. These benefits include adequate timber supply to sustain and grow the state's forest industry, improved wildlife habitat for a wide variety of species, protection of soil and water quality, recreational opportunities, and beautiful scenery.	Russell Hubright	12	Forest Management Chief	5500 Broad River Road, Columbia SC 29212	Forest Management Division	Landowner assistance; state forests; state lands; urban forestry; stewardship



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Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-130: Acquisition by Commission of Lands for State Forests; Section 48-23-260: Counties containing State Forest Lands Shall Share in Revenues; Chapter 36: Best Management Practices Act; 7 U.S.C. Section 136: Endangered Species Act	Objective 3.1.4 - Use landholdings to demonstrate forest management techniques.	<b>Specific</b> - it pertains to demonstration areas on agency-owned property designed to show private forest owners options available on their property <b>Measurable</b> - it can be quantified in terms of acres treated and number of landowners reached; <b>Attainable</b> - the agency has property available for this use and staff to install the demo areas; <b>Relevant</b> - this activity will help promote sustainable forestry which is a critical component of the state's economy; <b>Time-bound</b> - the agency annually reports accomplishments related to this objective.	The intended outcome of this objective is a higher level of benefits to the citizens of South Carolina from well-managed private forestland. These benefits include adequate timber supply to sustain and grow the state's forest industry, improved wildlife habitat for a wide variety of species, protection of soil and water quality, recreational opportunities, and beautiful scenery.	Russell Hubright	12	Forest Management Chief	5500 Broad River Road, Columbia SC 29212	Forest Management Division	Landowner assistance; state forests; state lands; urban forestry; stewardship
	Strategy 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.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Chapter 36: Best Management Practices Act; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; P.L. 95-313: Cooperative Forestry Assistance Act	Objective 3.2.1 - Assess needs and provide technical assistance in the development and management of public trees and forests by periodically contacting local government personnel, advocacy groups and professional organizations.	<b>Specific</b> - it pertains to assistance provided by urban forestry staff to citizens <b>Measurable</b> - it can be quantified in terms of number of communities assisted and populations of those communities; <b>Attainable</b> - the agency has personnel available to provide these services; <b>Relevant</b> - these services are desired by many citizens and provide multiple benefits; <b>Time-bound</b> - the accomplishment of these services is reported on an annual basis.	The intended outcome of this objective is to promote the sustainable manage of South Carolina's urban forests to provide clean air and water, conserve energy, reduce the impacts of urbanization, and reduce stormwater impacts.	Russell Hubright	12	Forest Management Chief	5500 Broad River Road, Columbia SC 29212	Forest Management Division	Landowner assistance; state forests; state lands; urban forestry; stewardship

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Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Chapter 36: Best Management Practices Act; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; P.L. 95-313: Cooperative Forestry Assistance Act	Objective 3.2.3 - Conduct on-site programs, provide literature and website information and work through partners to sponsor/present information regarding arboriculture, community forestry issues, and the value of ecosystem services to targeted audiences.	<b>Specific</b> - it pertains to training and information provided by urban forestry staff and partners to certain audiences <b>Measurable</b> - it can be quantified in terms of literature distributed and number of training classes provided as well as attendance at those classes <b>Attainable</b> - the agency and its partners have staff who can develop this literature and provide this training <b>Relevant</b> - these classes and products provide information that will be used by recipients; <b>Time-bound</b> - the accomplishment of this objective is reported on an annual basis.	The intended outcome of this objective is to promote the sustainable manage of South Carolina's urban forests to provide clean air and water, conserve energy, reduce the impacts of urbanization, and reduce stormwater impacts.	Russell Hubright	12	Forest Management Chief	5500 Broad River Road, Columbia SC 29212	Forest Management Division	Landowner assistance; state forests; state lands; urban forestry; stewardship

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Section 48-23-90	<b>Goal 4 - Raise Awareness About The Resource</b>	This goal is specific in that it directs the agency to promote a proper appreciation by the public of the advantages of forestry and the benefits to be derived from forest culture and preservation. It is measurable because the agency can track the number of education programs and their participants as well as the distribution and receipt of promotional information. The goal is attainable based on target values set by the Communications and Public Information Director; it is relevant because it pertains specifically to its basis in the SC Code of Laws. The goal is time-bound on an annual basis, pursuant to the agency's own reporting requirements.	Landowners, conservation partners and the general public will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Doug Wood	12	Communications and Public Information Director	5500 Broad River Road, Columbia SC 29212	Information & Education Division	Public information; educational programs; internal communications; public/media relations
	Strategy 4.1 - Provide forestry education programs and information for targeted audiences.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Section 48-23-90	Objective 4.1.1 - Use Harbison State Forest and the Piedmont Forestry Center as forestry education centers, and expand programs to selected field locations. Provide conservation education programs such as Wood Magic Forest Fair and Project Learning Tree.	This goal is specific because it spells out the nature of work to be performed and where. It is measurable because the agency can track the number of education programs and their participants as well as the distribution and receipt of promotional information. The goal is attainable based on target values set by the Communications and Public Information Director; it is relevant because it pertains specifically to its basis in the SC Code of Laws. The goal is time-bound on an annual basis, pursuant to the agency's own reporting requirements.	All citizens, particularly students, will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Doug Wood	12	Communications and Public Information Director	5500 Broad River Road, Columbia SC 29212	Information & Education Division	Public information; educational programs; internal communications; public/media relations

# Strategy, Objectives and Responsibility

Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... <b>S</b> pecific; <b>M</b> easurable; <b>A</b> ttainable; <b>R</b> elevant; and <b>T</b> ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) <b>Just enter the intended outcome</b>						
Section 48-23-90	Objective 4.1.2 - Partner with the SC Forestry Association to provide the annual Teachers' Tour and provide forestry educational material.	This goal is specific because it names the primary trade association and legislative advocacy organization with whom the Forestry Commission should partner in our major educational programs. It is measurable because the agency can track the number of education programs and their participants as well as the distribution and receipt of promotional information. The goal is attainable based on target values set by both the Communications and Public Information Director and the respective steering committees that oversee their operations; it is relevant because it pertains specifically to the Information & Education Division's mission, which has its basis in the SC Code of Laws. The goal is time-bound on an annual basis, pursuant to the agency's and the respective steering committees' own reporting requirements.	Teachers will understand, appreciate, have access to information about and be able to educate others about the practice of forestry, its multiple-use benefits and economic impact.	Doug Wood	12	Communications and Public Information Director	5500 Broad River Road, Columbia SC 29212	Information & Education Division	Public information; educational programs; internal communications; public/media relations
	Strategy 4.2 - Enhance the image of the Forestry Commission as an initial source for forest management information and assistance.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Section 48-23-90	Objective 4.2.1 - Reach out to landowners through civic involvement, group meetings, tours, workshops, advertising, and other opportunities.	This goal is specific because it details the major avenues through which collaboration on forestry issues, educational programs and informational efforts should take place. It is measurable because the agency can track the effectiveness of its educational programs, external messaging, information campaigns and media placement. The goal is attainable based on target values set by the Communications and Public Information Director; it is relevant because it pertains to the nature of work that this division performs. The goal is time-bound on an annual basis, pursuant to the agency's own reporting requirements.	Landowners, conservation partners and the general public will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Doug Wood	12	Communications and Public Information Director	5500 Broad River Road, Columbia SC 29212	Information & Education Division	Public information; educational programs; internal communications; public/media relations

# Strategy, Objectives and Responsibility

Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... <b>S</b> pecific; <b>M</b> easurable; <b>A</b> ttainable; <b>R</b> elevant; and <b>T</b> ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) <b>Just enter the intended outcome</b>						
Section 48-23-90	Objective 4.2.2 - Market the agency's programs and services to targeted audiences.	This goal is specific because it spells out the nature of work to be performed. It is measurable because the agency can track the distribution, receipt and effectiveness of its promotional efforts. The goal is attainable based on target values set by the agency director, executive staff and Communications and Public Information Director; it is relevant because it pertains specifically to its basis in the SC Code of Laws. The goal is time-bound on an annual basis, pursuant to the agency's own reporting requirements.	Landowners, conservation partners and the general public will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Doug Wood	12	Communications and Public Information Director	5500 Broad River Road, Columbia SC 29212	Information & Education Division	Public information; educational programs; internal communications; public/media relations
	Strategy 4.3 - Increase interaction, cooperation, and communication with other state agencies, local governments, forestry organizations, universities, professional societies, environmental and conservation groups.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Section 48-23-90	Objective 4.3.1 - Partner with SCFA, AF&PA, ACF, Clemson University, NASF, SGSF, and other related organizations to identify common messages and deliver to targeted audiences.	This goal is specific because it names the primary forestry- and conservation-related organizations with whom the Forestry Commission should partner in identifying audiences and targeting messages. It is measurable because the agency can track the number of education programs and their participants as well as the distribution and receipt of promotional information. The goal is attainable based on target values set by both the Communications and Public Information Director and the respective steering committees that oversee their operations; it is relevant because it pertains specifically to the Information & Education Division's mission. The goal is time-bound on a project and/or annual basis, pursuant to the involved parties' own reporting requirements.	Landowners, conservation partners and the general public will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Doug Wood	12	Communications and Public Information Director	5500 Broad River Road, Columbia SC 29212	Information & Education Division	Public information; educational programs; internal communications; public/media relations

# Strategy, Objectives and Responsibility

Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... <b>S</b> pecific; <b>M</b> easurable; <b>A</b> ttainable; <b>R</b> elevant; and <b>T</b> ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) <b>Just enter the intended outcome</b>						
Section 48-23-90	Objective 4.3.2 - Improve contacts and communication with local governments.	This goal is specific because it specifies a major component of this division's mission. It is measurable because the agency can track the number of education programs and their participants as well as the distribution and receipt of promotional information. The goal is attainable based on target values set by both the Communications and Public Information Director and the respective steering committees that oversee their operations; it is relevant because it pertains specifically to the Information & Education Division's mission. The goal is time-bound on an annual basis, pursuant to the agency's and the respective steering committees' own reporting requirements.	Legislators and other bodies at all levels of government will understand, appreciate, have access to information about the practice of forestry, its multiple-use benefits and economic impact for decision-making purposes.	Doug Wood	12	Communications and Public Information Director	5500 Broad River Road, Columbia SC 29212	Information & Education Division	Public information; educational programs; internal communications; public/media relations
Section 48-23-90	Objective 4.3.3 - Encourage SCFC personnel to participate in landowner associations and other forestry and conservation-related organizations.	This goal is specific because it spells out the nature of work to be performed. It is measurable because the agency can track the distribution, receipt and effectiveness of messaging efforts at such events and occasions. The goal is attainable based on target values set by the Communications and Public Information Director; it is relevant because it pertains specifically to its larger mission of providing information and education. The goal is time-bound on an annual basis, pursuant to the agency's own reporting requirements.	Landowners, conservation partners and the general public will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Doug Wood	12	Communications and Public Information Director	5500 Broad River Road, Columbia SC 29212	Information & Education Division	Public information; educational programs; internal communications; public/media relations

## Strategy, Objectives and Responsibility

Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... <b>S</b> pecific; <b>M</b> easurable; <b>A</b> ttainable; <b>R</b> elevant; and <b>T</b> ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) <b>Just enter the intended outcome</b>						
Section 48-23-90	<b>Goal 5 - Prepare To Meet Future Demands</b>	This goal is specific in that it helps the agency focus on current and future demands in fulfilling the mission. The goal is measurable because the agency can track employee training and performance. The goal is attainable by ensuring that all agency employees have attended all necessary training. The goal is relevant in ensuring that the agency's mission is carried out. The goal is time-bound on an ongoing basis.	Adequately staff and train current and future employees in order to successfully fulfill the agency mission, help further the economic impact that forestry has on the community, and protect agency employees and citizens of South Carolina.	Stephanie Meetze	1	Director of Administration	5500 Broad River Road, Columbia SC 29212	Administration	Human resources; finance; procurement; legislative relations
	Strategy 5.1 - Maintain a capable, well-trained and diverse work team.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Section 48-23-90	Objective 5.1.1 - Actively recruit and employ highly-qualified, diverse individuals who are committed to providing excellent customer service.	S: The agency seeks to employ knowledgeable employees in order to carry out the agency's mission M: Rate vacancies are open and filled A: Actively recruiting for positions R: Employees are necessary to perform and carry out agency objectives T: Ongoing monitoring of vacancies	Protect and conserve forest lands of South Carolina	Stephanie Meetze	1	Director of Administration	5500 Broad River Road, Columbia SC 29212	Administration	Human resources; finance; procurement; legislative relations
Section 48-23-90	Objective 5.1.2 - Support and encourage development and networking opportunities for agency personnel in work-related professional organizations/associations/societies.	S: Keep open communication between the agency and key partners in order to achieve the agency mission M: the number of development and networking opportunities for agency personnel can be tracked A: Ensuring all lines of communication are open at all times R: Partners help to ensure that the agency reaches in mission T: Ongoing	Create lasting professional relationships with internal and external partners	Stephanie Meetze	1	Director of Administration	5500 Broad River Road, Columbia SC 29212	Administration	Human resources; finance; procurement; legislative relations







## Associated Programs

<p><b>This is the next chart because once the agency has determined its goals, strategies and objectives, the agency needs to determine which of its programs will help achieve those objectives and goals and which programs may need to be curtailed or eliminated. If one program is helping accomplish an objective that a lot of other programs are also helping accomplish, the agency should consider whether the resources needed for that program could be better utilized (i.e. so the agency can most effectively and efficiently accomplish all of its goals and objectives) if they were distributed among the other programs that are helping accomplish the same objective or among programs that are helping accomplish other objectives.</b></p>							
<b>Agency Responding</b>	South Carolina Forestry Commission						
<b>Date of Submission</b>	12-Jan-16						
<b>Fiscal Year for which information below pertains</b>	2015-16						
<i>Instructions :</i>							
Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart)  List <b>ONLY ONE</b> strategic objective per row.				
Administration	Provide administrative support, i.e. payroll, benefits, procurement, etc. to agency personnel.	SC Code of Laws Title 48, Chapters 23 - 37	Objective 5.1.1 - Actively recruit and employ highly-qualified, diverse individuals who are committed to providing excellent customer service.				
			Objective 5.1.2 - Support and encourage development and networking opportunities for agency personnel in work-related professional organizations/associations/societies.				
			Objective 5.1.3 - Use the Exit Interview as a tool to improve work environment conditions, employee satisfaction and employee retention.				
			Objective 5.2.1 - Review staffing levels and organizational structure to ensure continued forestry services are delivered cost effectively and efficiently.				
			Objective 5.2.2 - Develop an agency workforce plan to ensure a continuous supply of highly trained, proficient workers.				
			Objective 5.3.1 - Maintain the agency's physical fitness standards based on the specific job requirements.				
			Objective 5.3.2 - Conduct vehicle and equipment operation safety training to reduce the number of accidents.				
			Objective 5.3.3 - Decrease the agency's workers' compensation injuries and accidents.				
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	Objective 2.1.1 - Equip agency firefighters and dispatch centers with current technology, equipment and sufficient staffing.				
			Objective 2.1.2 - Train SCFC personnel and cooperators for response to wildfires and other disasters.				
			Objective 2.1.3 - Improve wildfire protection strategies, priorities and capabilities as the wildland-urban interface expands.				
			Objective 2.1.4 - Increase wildfire prevention efforts, hazardous fuels reduction and enrollment in the Firewise Communities program.				
			Objective 2.1.5 - Provide law enforcement services in wildfire and forest product theft and fraud arenas.				
			Objective 2.2.1 - Train agency personnel and cooperators on survey techniques, identification and control of forest pests.				
			Objective 2.2.2 - Monitor forest insect and disease activity, including invasive species.				



Strategic Budgeting

<p>This is the next chart because once the agency determines its goals, strategies and objectives, as well as the programs that will best allow the agency to accomplish its objectives, the agency needs to determine how to allocate its funds to most effectively and efficiently accomplish the objectives. After allocating the funds to the objectives, the agency may decide to go back and revise which associated programs it will continue, curtail or eliminate in order to most effectively and efficiently accomplish its goals and objectives.</p>										
Agency Responding	South Carolina Forestry Commission									
Date of Submission	12-Jan-16									
Fiscal Year for which information below pertains	2015-2016									
<p>IMPORTANT TIME SAVING NOTE: Please note that only one year of budgeted funds is requested. Once an agency is under study with the House Legislative Oversight Committee, the Committee may request information on how the agency budgeted and spent money for the previous five years. If an</p>										
<p>Part A Instructions: Estimated Funds Available this Fiscal Year (2015-16)</p>										
<p>Part B Instructions: How Agency Budgeted Funds this Fiscal Year (2015-16)</p>										
Explanations from the Agency regarding Part A:		Insert any additional explanations the agency would like to provide related to the information it provides below.								
<b>PART A</b> <b>Estimated Funds</b> <b>Available this Fiscal</b> <b>Year</b>	Source of Funds:	Totals	General Appropriations	Grants	Earned Revenue	Act 271 - Equipment Funding	Capital Reserve Fund	Supplemental	Forest Renewal Program	Forest Renewal Program
	Is the source state, other or federal funding:	Totals	State	Federal	Other	Other	Other	State	State	Other
	Is funding recurring or one-time?	Totals	Recurring	Recurring	Recurring	Recurring	One Time Funding	One Time Funding	Recurring	Recurring
	\$ From Last Year Available to Spend this Year		748,672	0	0	2,819,785	1,971,988			
	Amount available at end of previous fiscal year		748,672	0	0	2,819,785	1,971,988			
	Amount available at end of previous fiscal year that agency can actually use this fiscal year:	\$5,540,445	748,672	0	0	2,819,785	1,971,988			
	If the amounts in the two rows above are not the same, explain why:	Enter explanation for each fund to the right								
	\$ Estimated to Receive this Year		15,143,846	4,763,560	5,578,713	3,000,000	0	500,000	200,000	800,000
	Amount budgeted/estimated to receive in this fiscal year:		15,143,846	4,763,560	5,578,713	5,819,785	0	500,000	200,000	800,000
	<b>Total Actually Available this Year</b>		<b>15,892,518</b>	<b>4,763,560</b>	<b>5,578,713</b>	<b>5,819,785</b>	<b>1,971,988</b>	<b>500,000</b>	<b>200,000</b>	<b>800,000</b>
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	\$35,526,564	15,892,518	4,763,560	5,578,713	5,819,785	1,971,988	500,000	200,000	800,000	





# Reporting Requirements

<b>Agency Responding</b>	South Carolina Forestry Commission						
<b>Date of Submission</b>	12-Jan-16						
<b>Fiscal Year for which information below pertains</b>	2015-16						
<b>Instructions:</b> List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed. PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).							
<b>Agency Responding</b>							
<b>Report #</b>	1	2	3	4	5	6	7
<b>Report Name:</b>	Restructuring Report & Seven-Year Plan	Annual Restructuring Report	Restructuring Report	Accountability Report	Annual Report to Legislature on the state of forestry	Debt Collection Report	Bank Account Transparency and Accountability Report
<b>Why Report is Required</b>							
Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	House Legislative Oversight Committee	Senate Legislative Oversight Committee	Executive Budget Office	General Assembly	Senate Finance Ways & Means Committee	Budget & Control Board
Law which requires the report:	1-30-10(G)(1)	1-30-10(G)(1)	1-30-10(G)(1)	1-1-810	SC Code of Laws 48-23-90	Proviso 117.37	Proviso 117.88
Agency's understanding of the intent of the report:	To demonstrate the agency's adherence to and effectiveness in fulfilling its mission.	To demonstrate the agency's adherence to and effectiveness in fulfilling its mission.	To demonstrate the agency's adherence to and effectiveness in fulfilling its mission.	To identify key program area descriptions and expenditures and link those to key financial and performance results measures.	To describe the current state of affairs as it regards forestry, forest protection, forest development, forest management and forest education.	To detail the agency's amount of outstanding debt and all methods it has used to collect that debt.	To report composite reservoir bank accounts not included in the Comptroller General's Statewide Accounting and Reporting System or the South Carolina Enterprise Information System.
Year agency was first required to complete the report:	2015	2015	2015	1994	1927	2003	2010
Reporting frequency (i.e. annually, quarterly, monthly):	Every seven years	Annually	Every seven years	Annually	Annually	Annually	Annually
<b>Information on Most Recently Submitted Report</b>							
Date Report was last submitted:	31-Mar-15	Jan. 12, 2016	n/a (report was compiled and produced by Senate Oversight Committee staff)	Sept. 11, 2015	During legislative session	February	October
<b>Timing of the Report</b>							
Month Report Template is Received by Agency:	Mar-15	25-Nov-15	n/a	Jul-15	n/a	n/a	September
Month Agency is Required to Submit the Report:	Mar-15	Jan-16	n/a	Sep-15	n/a	February	October
<b>Where Report is Available &amp; Positive Results</b>							
To whom the agency provides the completed report:		Jennifer Dobson, Research Director, House Legislative Oversight Committee	SC Senate Legislative Oversight Committee	Executive Budget Office	General Assembly	Senate Finance Ways & Means Committee	Budget & Control Board
Website on which the report is available:	<a href="http://www.state.sc.us/forest/ref.htm">http://www.state.sc.us/forest/ref.htm</a>	<a href="http://www.state.sc.us/forest/ref.htm">http://www.state.sc.us/forest/ref.htm</a>	<a href="http://www.scstatehouse.gov">www.scstatehouse.gov</a>	<a href="http://www.state.sc.us/forest/ref.htm">http://www.state.sc.us/forest/ref.htm</a>	<a href="http://www.state.sc.us/forest/ref.htm">www.state.sc.us/forest/ref.htm</a>	Comptroller General's website	Comptroller General's website
If it is not online, how can someone obtain a copy of it:						n/a	n/a
Positive results agency has seen from completing the report:							

# Restructuring Recommendations and Feedback

<b>Agency Responding</b>	South Carolina Forestry Commission	
<b>Date of Submission</b>	42381	
<b>Fiscal Year for which information below pertains</b>	2015-16	
<b>RESTRUCTURING RECOMMENDATIONS</b>		
<i>Instructions: Please answer the questions below and add as many rows as needed.</i>		
<b>Does the agency have any recommendations, minor or major, for restructuring?</b>	No	
<b>If the agency has recommendations for restructuring, list each one on a separate row in the chart below. Add as many rows as needed.</b>		
<b>Does the agency recommendation require legislative action?</b>	Recommendation for restructuring	
<b>FEEDBACK (Optional)</b>		
<b>Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.</b>	<b>Please list 1-3 benefits to agency management and employees in having all of this information available in one document.</b>	<b>Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.</b>
This information could be helpful to the public to better understand the scope of the work that the agency performs. It shows what the agency does and how results are measured and evaluated. However, much of the information is contained in the annual accountability report, and the format of the report is a little unwieldy.	This information should help the agency and employees determine if goals and mission are based on statutory requirements and if objectives are being met.	Having each program manager complete the worksheets that applied to them was an efficient way of completing the report.
2	2	2
3	3	3
<b>Does the agency believe this year's Restructuring Report was less burdensome than last year's?</b>	<b>Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.</b>	<b>Please add any other feedback the agency would like to provide (add as many additional rows as necessary)</b>
No		The report required the agency to gather a large amount of information, much of which had been prepared for previous reports; however provide it in a different format and context. This required a lot of work for a very limited staff on a short time frame. The agency recommends that future legislative reports be coordinated between chambers to avoid duplicative work.
<b>Why or why not?</b>	Ask for budget information in a manner similar to the format that it is required in other reports.	



## Restructuring Recommendations and Feedback

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
<p>While we appreciate the opportunity to educate and expand on our agency's goals and mission, we found this report to be unnecessarily labor-intensive and redundant. Much of the information requested can be found in the annual accountability report. The report was much more time-consuming because of the requirement to go through each objective and list all of the associated performance measures and then answer several questions about each of them.</p> <p>The Strategic Budgeting worksheet was also very difficult to complete since it required the agency to provide objective-level budget information although that is not how funds are budgeted or allocated.</p>	<p>The following technical comments are provided to help improve the process for the preparer and the reader(s) of the report:</p> <p>The requirement that the information be captured in Microsoft Excel is particularly burdensome and unwieldy, requiring the management of more than 50 worksheet tabs in a largely duplicative fashion. For example, in Microsoft Excel, text wrapping and automatic row height adjustment are not possible/available on merged cells, of which there are countless examples throughout the document. This is not only problematic for viewing the document on screen, but also for reading it in a traditional print layout such as is captured in a PDF (one of the required methods of submission). Because row heights cannot be automatically adjusted, the inherent design flaw of producing a narrative-heavy report in Excel creates the additional inconvenience of having to manually adjust the heights of many rows on every "Objective-Details" tab, of which our relatively small agency has 47.</p>	

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><b>Instructions:</b> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 1 - Develop The Forest Resource:</b> Forest inventory & analysis, existing industry support, economic development, forest product marketing, forest tree seedling production, and tree improvement.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90. General duties of commission</b> <b>Section 48-23-100: Growing and selling forest tree seedlings and transplants</b> <b>Section 48-30-50. Collection of assessment by Department of Revenue; information and assistance to be provided by State Forester; reimbursement of department for collection costs.</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 1.1 - Serve as a catalyst for promotion, development and expansion of the forest resource and forestry-related industry and jobs in SC.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>	Section 48-23-90. General duties of commission				
Objective # and Description:	Objective 1.1.1 - Provide leadership in the identification, recruitment and development of appropriate primary and secondary forest industries.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Forestry-related economic development requires specific knowledge and skills related to forest resource and analysis. The state is better positioned to recruit forest industry with the agency staffed to perform this role.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Resource Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	Resource Development Division				
Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				

# Objective Details

PERFORMANCE MEASURES					
<i>Instructions</i> : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description		Objective 1.1.1 - Provide leadership in the identification, recruitment and development of appropriate primary and secondary forest industries.			
<b>Performance Measure:</b>		Announced capital investment in forestry			
<b>Type of Measure:</b>		Outcome			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		\$353.9 million			
2014-15 Target Results:		\$400 million			
2014-15 Actual Results (as of 6/30/15):		\$262 million			
2015-16 Minimum Acceptable Results:		\$200 million			
2015-16 Target Results:		\$400 million			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		No			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		It is compatible with metric reported by SC Department of Commerce			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Reviewed MOU w/ SC Department of Commerce. Initiated new marketing program for forest products			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Forest-based economic expansion is affected by the economy and availability of the resource. Availability of small-diameter pine is in decline.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Uncertain at this time.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		There are several projects in the pipeline that could announce this year. We are continuing to work those projects while initiating new contacts with primary and secondary companies.			
<b>Performance Measure:</b>		Announced new job creation in forestry			
<b>Type of Measure:</b>		Outcome			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		287			
2014-15 Target Results:		400			
2014-15 Actual Results (as of 6/30/15):		286			
2015-16 Minimum Acceptable Results:		100			
2015-16 Target Results:		400			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		No			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		It is compatible with metric reported by SC Department of Commerce			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Reviewed MOU w/ SC Department of Commerce. Initiated new marketing program for forest products			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Forest-based economic expansion is affected by the economy and availability of the resource. Availability of small-diameter pine is in decline.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Uncertain at this time.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		There are several projects in the pipeline that could announce this year. We are continuing to work those projects while initiating new contacts with primary and secondary companies.			
<b>Performance Measure:</b>		Industry Timber Production and Consumption (thousand cubic feet)			
<b>Type of Measure:</b>		Outcome			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		564.171			
2014-15 Target Results:		750.000			
2014-15 Actual Results (as of 6/30/15):		646.106			
2015-16 Minimum Acceptable Results:		564.171			
2015-16 Target Results:		750.000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Federal			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		It is a measure of total primary forest products production.			

## Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Forest resource data is updated annually to make sure industry has accurate, up-to-date information on which to base decisions. Industry sectors are identified for growth where the resource will support it sustainably.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Industry expansion is largely dependent on the recovery in housing construction. 16% growth is an aggressive goal, but within reach.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	At this time, the goal seems within reach depending on the economy.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A				
	<b>Performance Measure:</b> Forest Inventory and Analysis (FIA) plot production				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 641 (100%)				
	2014-15 Target Results: 670 (100%)				
	2014-15 Actual Results (as of 6/30/15): 652 (97%)				
	2015-16 Minimum Acceptable Results: 600 (90%)				
	2015-16 Target Results: 670 (100%)				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Federal				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was not reached because of personnel vacancies. We have filled the vacancies and will hopefully retain all current employees.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year. Accurate, up-to-date FIA information is critical in support of industry expansion.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A				
	<b>Performance Measure:</b> Forest Inventory and Analysis (FIA) Accuracy Scores (percent)				
	<b>Type of Measure:</b> Efficiency				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 93.5%				
	2014-15 Target Results: >95%				
	2014-15 Actual Results (as of 6/30/15): 92.5%				
	2015-16 Minimum Acceptable Results: 87.0%				
	2015-16 Target Results: >95%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Federal				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Accurate, up-to-date forest resource information is critical to support our forest industry.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Program manager has researched the primary reasons for errors or inaccuracies in data collection and he has provided training on those areas.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the	95% is an aggressive, but attainable goal.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	It is within reach.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A				
	<b>Performance Measure:</b> # of website hits				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): not available				
	2014-15 Target Results: not available				
	2014-15 Actual Results (as of 6/30/15): 3,093,158				
	2015-16 Minimum Acceptable Results: 2,500,000				
	2015-16 Target Results: 3,250,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed			
What are the names and titles of the individuals who chose this as a performance measure?	Doug Wood, Communications and Public Information Director				
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.				



## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 1 - Develop The Forest Resource:</b> Forest inventory & analysis, existing industry support, economic development, forest product marketing, forest tree seedling production, and tree improvement.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	Section 48-23-90. General duties of commission Section 48-23-100: Growing and selling forest tree seedlings and transplants Section 48-30-50. Collection of assessment by Department of Revenue; information and assistance to be provided by State Forester; reimbursement of department for collection costs.	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 1.1 - Serve as a catalyst for promotion, development and expansion of the forest resource and forestry-related industry and jobs in SC.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 1.1.2 - Cooperate with economic development organizations and forestry-related interests to promote forestry in SC.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<i>Section 48-23-90. General duties of commission</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	The agency cooperates with numerous other federal, state and local, and private economic development organizations that cover a range of interests from export assistance to industry recruitment. The public benefit of this objective is that jobs are created and forestry's economic contribution to the state's economy is increased.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Resource Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	<i>Resource Development Division</i>				
Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				

## Objective Details

PERFORMANCE MEASURES					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description		Objective 1.1.2 - Cooperate with economic development organizations and forestry-related interests to promote forestry in SC.			
Performance Measure:		<b>Industry Timber Production and Consumption (thousand cubic feet)</b>			
Type of Measure:		Outcome			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		564,171			
2014-15 Target Results:		750,000			
2014-15 Actual Results (as of 6/30/15):		646,106			
2015-16 Minimum Acceptable Results:		564,171			
2015-16 Target Results:		750,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		No			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		It is a measure of total primary forest products production.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Forest resource data is updated annually to make sure industry has accurate, up-to-date information on which to base decisions. Industry sectors are identified for growth where the resource will support it sustainably.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Industry expansion is largely dependent on the recovery in housing construction. 16% growth is an aggressive goal, but within reach.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		At this time, the goal seems within reach depending on the economy.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and		N/A			
Performance Measure:		<b>State Forests - Gross Revenue</b>			
Type of Measure:		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		2,363,876			
2014-15 Target Results:		2,700,000			
2014-15 Actual Results (as of 6/30/15):		1,979,540			
2015-16 Minimum Acceptable Results:		1,800,000			
2015-16 Target Results:		2,500,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two calls over)		Only Agency Selected		Insert any further explanation, if needed	
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
Performance Measure:		<b>State Forests - Net Revenue</b>			
Type of Measure:		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		-\$354,970			
2014-15 Target Results:		\$100,000			
2014-15 Actual Results (as of 6/30/15):		-\$346,608			
2015-16 Minimum Acceptable Results:		-\$500,000			
2015-16 Target Results:		\$100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected		Insert any further explanation, if needed	

## Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
	<b>Performance Measure: State Forests - Payments to County School Districts</b>			
	<b>Type of Measure: Output</b>			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	\$585,420		
	2014-15 Target Results:	\$675,000		
	2014-15 Actual Results (as of 6/30/15):	\$477,608		
	2015-16 Minimum Acceptable Results:	\$500,000		
	2015-16 Target Results:	\$675,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.			
	<b>Performance Measure: # of website hits</b>			
	<b>Type of Measure: Output</b>			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	not available		
	2014-15 Target Results:	not available		
	2014-15 Actual Results (as of 6/30/15):	3,093,158		
	2015-16 Minimum Acceptable Results:	2,500,000		
	2015-16 Target Results:	3,250,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed		
What are the names and titles of the individuals who chose this as a performance measure?	Douq Wood, Communications and Public Information Director			
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Douq Wood, Communications and Public Information Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Previous year's results			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?				
<b>POTENTIAL NEGATIVE IMPACT</b>				
<i>Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to "Most Potential</i>				



## Objective Details

Most Potential Negative Impact	<i>South Carolina forest product mills will lose market share domestically as well as globally.</i>					
Level Requires Outside Help	<i>We don't want to risk losing a key manufacturing plant. Abundant resource is key to keeping manufacturing capacity. An early predictor of future available</i>					
Outside Help to Request	<i>South Carolina legislature</i>					
Level Requires Inform General Assembly	<i>We are currently at a 40-year low in tree planting with predictions of scarcity in small-diameter wood. We have requested state funding to address issue.</i>					
3 General Assembly Options	<i>Funding for (1) additional project foresters to work with landowners, (2) additional FRP funds to cost-share additional acres, and (3) funding for nursery &amp; tree</i>					
<b>REVIEWS/AUDITS</b>						
<i>Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective.</i>						
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)			
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015			
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015			
<b>PARTNERS</b>						
<i>Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with</i>						
<b>Current Partner Entity</b>	<b>Ways Agency Works with Current Partner</b>	<b>Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?</b>				
South Carolina Department of Commerce	<i>Economic development and marketing</i>	<i>State/Local Government Entity</i>				
South Carolina International Trade Coalition	<i>International trade</i>	<i>Business, Association or Individual</i>				

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 1 - Develop The Forest Resource:</b> Forest inventory & analysis, existing industry support, economic development, forest product marketing, forest tree seedling production, and tree improvement.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90. General duties of commission</b> <b>Section 48-23-100: Growing and selling forest tree seedlings and transplants</b> <b>Section 48-30-50. Collection of assessment by Department of Revenue; information and assistance to be provided by State Forester; reimbursement of department for collection costs.</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 1.1 - Serve as a catalyst for promotion, development and expansion of the forest resource and forestry-related industry and jobs in SC.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 1.1.3 - Identify and recommend new mechanisms that would encourage management of forestlands for forest products and forest-related amenities.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<i>Section 48-23-90. General duties of commission</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Developing new markets for timber and non-timber forest products will increase the value of forestland for landowners. The more profitable forestland can be, the more likely it is that it will be retained in forestland.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Resource Development, Environmental Management, Forest Management, State Forests</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	<i>Resource Development Division</i>				
Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					

# Objective Details

Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description		Objective 1.1.3 - Identify and recommend new mechanisms that would encourage management of forestlands for forest products and forest-related amenities.			
<b>Performance Measure:</b>		Number of Landowners Assisted			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		2,434			
2014-15 Target Results:		2,500			
2014-15 Actual Results (as of 6/30/15):		2,274			
2015-16 Minimum Acceptable Results:		2,000			
2015-16 Target Results:		2,500			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		No			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
Why was this performance measure chosen?		It is a very relevant measure of the amount of technical assistance provided to private landowners.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The agency requested additional funding for outreach foresters in the FY16 budget request.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		past achievements and reasonable expectation of accomplishments based on receiving requested funding			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to		agency did not receive the additional funding requested in FY16 budget request			
<b>Performance Measure:</b>		Acres of forest management technical assistance provided by SCFC foresters			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		136,132			
2014-15 Target Results:		100,000			
2014-15 Actual Results (as of 6/30/15):		98,440			
2015-16 Minimum Acceptable Results:		90,000			
2015-16 Target Results:		100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)		Only Agency Selected	Insert any further explanation, if needed		
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
Why was this performance measure chosen?		It is a very relevant measure of the amount of technical assistance provided to private landowners.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The agency requested additional funding for outreach foresters in the FY16 budget request.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		past achievements and reasonable expectation of accomplishments based on receiving requested funding			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to		agency did not receive the additional funding requested in FY16 budget request			
<b>Performance Measure:</b>		Forest management assistance customer satisfaction level			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		95%			
2014-15 Target Results:		100%			
2014-15 Actual Results (as of 6/30/15):		95%			
2015-16 Minimum Acceptable Results:		90%			
2015-16 Target Results:		100%			
<b>Details</b>					

## Objective Details

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the relevance of the technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Agency personnel followed up with customers who requested to be contacted when completing survey				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	agency did not receive the additional funding requested in FY16 budget request (lack of forester capacity often results in time delays in responding to requests for assistance which may result in low customer satisfaction)				
	<b>Performance Measure:</b> Forest Renewal Program reforestation backlog				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): \$1,410,313				
	2014-15 Target Results: \$1,000,000				
	2014-15 Actual Results (as of 6/30/15): \$1,406,022				
	2015-16 Minimum Acceptable Results: \$1,500,000				
	2015-16 Target Results: \$1,000,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a relevant measure of the amount of cost-share assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Foresters encouraged landowners to apply for other cost-share programs in addition to the Forest Renewal Program.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The demand for funds through the Forest Renewal Program continues to exceed the supply of funds available.				
	<b>Performance Measure:</b> State Forests - Gross Revenue				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 2,363,876				
	2014-15 Target Results: 2,700,000				
	2014-15 Actual Results (as of 6/30/15): 1,979,540				
	2015-16 Minimum Acceptable Results: 1,800,000				
	2015-16 Target Results: 2,500,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				

## Objective Details

<b>Performance Measure:</b> State Forests - Net Revenue					
<b>Type of Measure:</b> Output					
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	-\$354,970			
	2014-15 Target Results:	\$100,000			
	2014-15 Actual Results (as of 6/30/15):	-\$346,608			
	2015-16 Minimum Acceptable Results:	-\$500,000			
	2015-16 Target Results:	\$100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected	Insert any further explanation, if needed			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
<b>Performance Measure:</b> State Forests - Payments to County School Districts					
<b>Type of Measure:</b> Output					
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	\$585,420			
	2014-15 Target Results:	\$675,000			
	2014-15 Actual Results (as of 6/30/15):	\$477,608			
	2015-16 Minimum Acceptable Results:	\$500,000			
	2015-16 Target Results:	\$675,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.				
<b>Performance Measure:</b> State Forests - Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest					
<b>Type of Measure:</b> Output					
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	77			
	2014-15 Target Results:	82			
	2014-15 Actual Results (as of 6/30/15):	80			
	2015-16 Minimum Acceptable Results:	75			
	2015-16 Target Results:	84			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				



## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 1 - Develop The Forest Resource:</b> Forest inventory & analysis, existing industry support, economic development, forest product marketing, forest tree seedling production, and tree improvement.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90. General duties of commission</b> <b>Section 48-23-100: Growing and selling forest tree seedlings and transplants</b> <b>Section 48-30-50. Collection of assessment by Department of Revenue; information and assistance to be provided by State Forester; reimbursement of department for collection costs.</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 1.2 - Provide policy makers, the forestry community, and the interested public accurate and timely information on the state's forest inventory and health.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 1.2.1 - Maintain funds and personnel to re-measure the state's Forest Inventory and Analysis (FIA) plots on a five-year cycle.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<i>Section 48-23-90. General duties of commission</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	The forest resource & analysis program provides forest resource information that is critical to the success of forest industry. A sustainable forest resource is essential to growing a healthy forest industry.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Forest Inventory &amp; Analysis Program</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	<i>Resource Development Division</i>				
Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				

## Objective Details

PERFORMANCE MEASURES					
<i>Instructions</i> : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description		Objective 1.2.1 - Maintain funds and personnel to re-measure the state's Forest Inventory and Analysis (FIA) plots on a five-year cycle.			
<b>Performance Measure:</b>		Forest Inventory and Analysis (FIA) plot production			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		641 (100%)			
2014-15 Target Results:		670 (100%)			
2014-15 Actual Results (as of 6/30/15):		652 (97%)			
2015-16 Minimum Acceptable Results:		600 (90%)			
2015-16 Target Results:		670 (100%)			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		No			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Target was not reached because of personnel vacancies. We have filled the vacancies and will hopefully retain all current employees.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year. Accurate, up-to-date FIA information is critical in support of industry expansion.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and		N/A			
<b>Performance Measure:</b>		Forest Inventory and Analysis (FIA) Accuracy Scores (percent)			
<b>Type of Measure:</b>		Efficiency			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		93.5%			
2014-15 Target Results:		>95%			
2014-15 Actual Results (as of 6/30/15):		92.5%			
2015-16 Minimum Acceptable Results:		87.0%			
2015-16 Target Results:		>95%			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Federal			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		Accurate, up-to-date forest resource information is critical to support our forest industry.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Program manager has researched the primary reasons for errors or inaccuracies in data collection and he has provided training on those areas.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the		95% is an aggressive, but attainable goal.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		It is within reach.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and		N/A			
<b>Performance Measure:</b>		# of website hits			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		not available			
2014-15 Target Results:		not available			
2014-15 Actual Results (as of 6/30/15):		3,093,158			
2015-16 Minimum Acceptable Results:		2,500,000			
2015-16 Target Results:		3,250,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Doug Wood, Communications and Public Information Director			
Why was this performance measure chosen?		This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?		Doug Wood, Communications and Public Information Director			
What was considered when determining the level to set the target value in 2015-16 and why was the		Previous year's results			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and					



## Objective Details

POTENTIAL NEGATIVE IMPACT			
<i>Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential</i>			
Most Potential Negative Impact	Forest resource data would be less reliable than other Southeastern states, resulting in a loss of new industry expansions to competing states.		
Level Requires Outside Help	Outside assistance would be needed when funding for South Carolina's FIA program won't support a 5-year cycle of data collection.		
Outside Help to Request	South Carolina legislature		
Level Requires Inform General Assembly	General Assembly would be notified when funding for FIA program won't support a 5-year cycle of data collection.		
3 General Assembly Options	Funding for (1) FIA program, (2) additional positions for FIA data collection, and (3) funding for vehicles		
REVIEWS/AUDITS			
<i>Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective.</i>			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015
PARTNERS			
<i>Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with</i>			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
USDA Forest Service FIA	SCFC collects field data. USFS edits and reports results.	State/Local Government Entity	

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 1 - Develop The Forest Resource:</b> Forest inventory & analysis, existing industry support, economic development, forest product marketing, forest tree seedling production, and tree improvement.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90. General duties of commission</b> <b>Section 48-23-100: Growing and selling forest tree seedlings and transplants</b> <b>Section 48-30-50. Collection of assessment by Department of Revenue; information and assistance to be provided by State Forester; reimbursement of department for collection costs.</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 1.2 - Provide policy makers, the forestry community, and the interested public accurate and timely information on the state's forest inventory and health.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 1.2.2 - Survey adequate forest plots to assess forest health and timber inventory.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<i>Section 48-23-90. General duties of commission</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Both timber inventory and forest health data is collected as directed by the USDA Forest Service. Both types of output are used by a wide range of organizations, including forest industry, economic development organizations and environmental groups.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Forest Inventory &amp; Analysis Program</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	<i>Resource Development Division</i>				
Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				

## Objective Details

PERFORMANCE MEASURES					
<i>Instructions</i> : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description		Objective 1.2.2 - Survey adequate forest plots to assess forest health and timber inventory.			
<b>Performance Measure:</b>		Forest Inventory and Analysis (FIA) plot production			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		641 (100%)			
2014-15 Target Results:		670 (100%)			
2014-15 Actual Results (as of 6/30/15):		652 (97%)			
2015-16 Minimum Acceptable Results:		600 (90%)			
2015-16 Target Results:		670 (100%)			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		No			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Target was not reached because of personnel vacancies. We have filled the vacancies and will hopefully retain all current employees.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year. Accurate, up-to-date FIA information is critical in support of industry expansion.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and		N/A			
<b>Performance Measure:</b>		Forest Inventory and Analysis (FIA) Accuracy Scores (percent)			
<b>Type of Measure:</b>		Efficiency			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		93.5%			
2014-15 Target Results:		>95%			
2014-15 Actual Results (as of 6/30/15):		92.5%			
2015-16 Minimum Acceptable Results:		87.0%			
2015-16 Target Results:		>95%			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Federal			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		Accurate, up-to-date forest resource information is critical to support our forest industry.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Program manager has researched the primary reasons for errors or inaccuracies in data collection and he has provided training on those areas.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the		95% is an aggressive, but attainable goal.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		It is within reach.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and		N/A			
<b>Performance Measure:</b>		Urban and Community Forestry program outreach (citizens served)			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		2,302,000			
2014-15 Target Results:		2,000,000			
2014-15 Actual Results (as of 6/30/15):		1,879,149			
2015-16 Minimum Acceptable Results:		1,750,000			
2015-16 Target Results:		2,000,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Federal			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			
Why was this performance measure chosen?		The US Forest Service requires the agency to track the number of citizens reached through our Urban and Community Forestry program.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Program requested and received supplemental funding from other agency program.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			

## Objective Details

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments					
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	likely					
If the answer to the question above is "questionable" or "no," what changes are being made to try and						
	<b>Performance Measure:</b> # of website hits					
	<b>Type of Measure:</b> Output					
<b>Results</b>						
	2013-14 Actual Results (as of 6/30/14):	not available				
	2014-15 Target Results:	not available				
	2014-15 Actual Results (as of 6/30/15):	3,093,158				
	2015-16 Minimum Acceptable Results:	2,500,000				
	2015-16 Target Results:	3,250,000				
<b>Details</b>						
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected					
What are the names and titles of the individuals who chose this as a performance measure?	Doug Wood, Communications and Public Information Director					
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.					
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a					
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Wood, Communications and Public Information Director					
What was considered when determining the level to set the target value in 2015-16 and why was the	Previous year's results					
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes					
If the answer to the question above is "questionable" or "no," what changes are being made to try and						
<b>POTENTIAL NEGATIVE IMPACT</b>						
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential	The FIA forest health program documents major forest health trends that may have significant consequences if unchecked.					
Most Potential Negative Impact						
Level Requires Outside Help	Outside help would be requested if workload increases significantly.					
Outside Help to Request	South Carolina legislature					
Level Requires Inform General Assembly	Agency would notify General Assembly when we are notified by the USDA Forest Service of the increased workload.					
3 General Assembly Options	Funding for (1) FIA program, (2) additional positions for FIA data collection, and (3) funding for vehicles					
<b>REVIEWS/AUDITS</b>						
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective.						
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)			
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015			
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015			
<b>PARTNERS</b>						
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with						
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?				
USDA Forest Service FIA	SCFC collects field data. USFS edits and reports results.	State/Local Government Entity				

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 1 - Develop The Forest Resource:</b> Forest inventory & analysis, existing industry support, economic development, forest product marketing, forest tree seedling production, and tree improvement.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	Section 48-23-90. General duties of commission Section 48-23-100: Growing and selling forest tree seedlings and transplants Section 48-30-50. Collection of assessment by Department of Revenue; information and assistance to be provided by State Forester; reimbursement of department for collection costs.	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 1.2 - Provide policy makers, the forestry community, and the interested public accurate and timely information on the state's forest inventory and health.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 1.2.3 - Monitor and provide training to ensure field crews exceed Quality Assurance/Quality Control (QA/QC) standards	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	Section 48-23-90. General duties of commission	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Collecting accurate forest resource data benefits everybody who relies on the data for decision-making. Reliable data builds credibility in the FIA program. Industry expansions can be supported when resource statistics reliably predict a sustainable forest resource.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Inventory & Analysis Program	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	Resource Development Division				
Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				

# Objective Details

PERFORMANCE MEASURES			
<i>Instructions</i> : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.			
Types of Performance Measures:			
<b>How the Agency is Measuring its Performance</b>			
Objective Number and Description	Objective 1.2.3 - Monitor and provide training to ensure field crews exceed Quality Assurance/Quality Control (QA/QC) standards		
Performance Measure:	Forest Inventory and Analysis (FIA) plot production		
Type of Measure:	Output		
<b>Results</b>			
2013-14 Actual Results (as of 6/30/14):	641 (100%)		
2014-15 Target Results:	670 (100%)		
2014-15 Actual Results (as of 6/30/15):	652 (97%)		
2015-16 Minimum Acceptable Results:	600 (90%)		
2015-16 Target Results:	670 (100%)		
<b>Details</b>			
Does the state or federal government require the agency to track this? (provide any additional explanation)	No		
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director		
Why was this performance measure chosen?	Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year.		
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was not reached because of personnel vacancies. We have filled the vacancies and will hopefully retain all current employees.		
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director		
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year. Accurate, up-to-date FIA information is critical in support of industry expansion.		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes		
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A		
<b>Performance Measure:</b> Forest Inventory and Analysis (FIA) Accuracy Scores (percent)			
<b>Type of Measure:</b> Efficiency			
<b>Results</b>			
2013-14 Actual Results (as of 6/30/14):	93.5%		
2014-15 Target Results:	>95%		
2014-15 Actual Results (as of 6/30/15):	92.5%		
2015-16 Minimum Acceptable Results:	87.0%		
2015-16 Target Results:	>95%		
<b>Details</b>			
Does the state or federal government require the agency to track this? (provide any additional explanation)	Federal		
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director		
Why was this performance measure chosen?	Accurate, up-to-date forest resource information is critical to support our forest industry.		
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Program manager has researched the primary reasons for errors or inaccuracies in data collection and he has provided training on those areas.		
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director		
What was considered when determining the level to set the target value in 2015-16 and why was the	95% is an aggressive, but attainable goal.		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	It is within reach.		
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A		
<b>POTENTIAL NEGATIVE IMPACT</b>			
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"			
Most Potential Negative Impact	Lower QA/QC scores would result in lower quality, less accurate forest resource data and hurt the credibility of the program.		
Level Requires Outside Help	Outside help would be required when QA/QC scores drop to USDA Forest Service low-level standards of 87%.		
Outside Help to Request	South Carolina legislature		
Level Requires Inform General Assembly	Outside help would be required when QA/QC scores drop to USDA Forest Service low-level standards of 87%.		
3 General Assembly Options	Funding for (1) internal QA/QC specialist		
<b>REVIEWS/AUDITS</b>			
<i>Instructions</i> : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015
<b>PARTNERS</b>			
<i>Instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	

Objective Details

USDA Forest Service FIA	SCFC collects field data. USFS edits and reports results.	State/Local Government Entity			

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 1 - Develop The Forest Resource:</b> Forest inventory & analysis, existing industry support, economic development, forest product marketing, forest tree seedling production, and tree improvement.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	Section 48-23-90. General duties of commission Section 48-23-100: Growing and selling forest tree seedlings and transplants Section 48-30-50. Collection of assessment by Department of Revenue; information and assistance to be provided by State Forester; reimbursement of department for collection costs.	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 1.3 - Maintain personnel and facilities to provide landowners with optimum quality forest tree seedlings.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 1.3.1 - Produce genetically improved loblolly and longleaf seed to maximize timber production on public and private timberlands.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	Section 48-23-100 Growing and selling forest tree seedlings and transplants	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	The agency's role in seedling production is to provide state of the art seedlings for tree planting. Tree breeding can influence the growth rates of trees as well as their quality traits, such as wood quality, limb size and angle, and disease resistance. The public benefits with each successive generation in tree breeding.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Nursery & Tree Improvement Program, Forest Management Program, State Forests	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	Resource Development Division				
Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			



# Objective Details

Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description	Objective 1.3.1 - Produce genetically improved loblolly and longleaf seed to maximize timber production on public and private timberlands.				
<b>Performance Measure:</b>	Seedlings Sold				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,245,388				
2014-15 Target Results:	5,000,000				
2014-15 Actual Results (as of 6/30/15):	1,589,696				
2015-16 Minimum Acceptable Results:	1,589,696				
2015-16 Target Results:	2,000,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Agency tracks seedlings planted in South Carolina annually.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	We analyze the market and past sales annually and plant accordingly.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We had low germination at Taylor Nursery this past spring. This goal is based on current seedling inventory.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	It will be close.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>Performance Measure:</b>	3rd generation improved seed produced (pounds)				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	106				
2014-15 Target Results:	625				
2014-15 Actual Results (as of 6/30/15):	38				
2015-16 Minimum Acceptable Results:	38				
2015-16 Target Results:	625				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	3rd generation improved seed is the state-of-the-art in loblolly open-pollinated seed currently.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Weather conditions resulted in the low cone production. We have fertilized the orchard to increase production also.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The 3rd generation orchard is young and production will grow rapidly.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>Performance Measure:</b>	Number of Landowners Assisted				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,434				
2014-15 Target Results:	2,500				
2014-15 Actual Results (as of 6/30/15):	2,274				
2015-16 Minimum Acceptable Results:	2,000				
2015-16 Target Results:	2,500				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				

## Objective Details

If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Acres of forest management technical assistance provided by SCFC foresters				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 136,132				
	2014-15 Target Results: 100,000				
	2014-15 Actual Results (as of 6/30/15): 98,440				
	2015-16 Minimum Acceptable Results: 90,000				
	2015-16 Target Results: 100,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Forest Renewal Program reforestation backlog				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): \$1,410,313				
	2014-15 Target Results: \$1,000,000				
	2014-15 Actual Results (as of 6/30/15): \$1,406,022				
	2015-16 Minimum Acceptable Results: \$1,500,000				
	2015-16 Target Results: \$1,000,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a relevant measure of the amount of cost-share assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Foresters encouraged landowners to apply for other cost-share programs in addition to the Forest Renewal Program.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	The demand for funds through the Forest Renewal Program continues to exceed the supply of funds available.				
	<b>Performance Measure:</b> State Forests - Gross Revenue				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 2,363,876				
	2014-15 Target Results: 2,700,000				
	2014-15 Actual Results (as of 6/30/15): 1,979,540				
	2015-16 Minimum Acceptable Results: 1,800,000				
	2015-16 Target Results: 2,500,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				

## Objective Details

What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
	<b>Performance Measure:</b> State Forests - Net Revenue				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	-\$354,970			
	2014-15 Target Results:	\$100,000			
	2014-15 Actual Results (as of 6/30/15):	-\$346,608			
	2015-16 Minimum Acceptable Results:	-\$500,000			
	2015-16 Target Results:	\$100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
	<b>Performance Measure:</b> State Forests - Payments to County School Districts				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	\$585,420			
	2014-15 Target Results:	\$675,000			
	2014-15 Actual Results (as of 6/30/15):	\$477,608			
	2015-16 Minimum Acceptable Results:	\$500,000			
	2015-16 Target Results:	\$675,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.				
	<b>Performance Measure:</b> # of website hits				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	not available			
	2014-15 Target Results:	not available			

## Objective Details

2014-15 Actual Results (as of 6/30/15):		3,093,158			
2015-16 Minimum Acceptable Results:		2,500,000			
2015-16 Target Results:		3,250,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Doug Wood, Communications and Public Information Director			
Why was this performance measure chosen?		This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?		Doug Wood, Communications and Public Information Director			
What was considered when determining the level to set the target value in 2015-16 and why was the		Previous year's results			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>POTENTIAL NEGATIVE IMPACT</b>					
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to "Most Potential					
Most Potential Negative Impact		Failure to achieve this objective would eliminate the agency's production of the best genetic-quality seed for South Carolina landowners and force the agency to			
Level Requires Outside Help		Outside help is required when the seed and seedling sales revenue doesn't meet the Nursery & Tree Improvement (N&TI) expenses.			
Outside Help to Request		South Carolina legislature			
Level Requires Inform General Assembly		We are currently requesting funding for the N&TI program.			
3 General Assembly Options		Additional state funding for (1) Neiderhof Tree Improvement facility as tree improvement research, (2) N&TI personnel, (3) re-entry back into the NC State Tree			
<b>REVIEWS/AUDITS</b>					
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective.					
Matter(s) or Issue(s) Under Review		Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)	
State Auditor Agreed-Upon Procedures		Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015	
Fixed Asset Inventory		Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015	
<b>PARTNERS</b>					
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with					
Current Partner Entity		Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?		
North Carolina State University Tree Improvement Cooperative		Forestry Commission is a contributing member	College/University		
Auburn University Forest Nursery Management Cooperative		Forestry Commission is a member	College/University		

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><b>Instructions:</b> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 1 - Develop The Forest Resource:</b> Forest inventory & analysis, existing industry support, economic development, forest product marketing, forest tree seedling production, and tree improvement.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90. General duties of commission</b> <b>Section 48-23-100: Growing and selling forest tree seedlings and transplants</b> <b>Section 48-30-50. Collection of assessment by Department of Revenue; information and assistance to be provided by State Forester; reimbursement of department for collection costs.</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 1.3 - Maintain personnel and facilities to provide landowners with optimum quality forest tree seedlings.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 1.3.2 - Partner with nursery and tree improvement research cooperatives to maintain access to technical expertise and high-value plant material.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	Section 48-23-100 Growing and selling forest tree seedlings and transplants	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	The agency's role in seedling production is to provide state of the art seedlings for tree planting. Tree breeding can influence the growth rates of trees as well as their quality traits, such as wood quality, limb size and angle, and disease resistance. The public benefits with each successive generation in tree breeding.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Nursery & Tree Improvement Program, Forest Management Program, State Forests	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	Resource Development Division				
Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				

# Objective Details

<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions</i> : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 1.3.2 - Partner with nursery and tree improvement research cooperatives to maintain access to technical expertise and high-value plant material.			
	<b>Performance Measure:</b>	Seedlings sold			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,245,388			
	2014-15 Target Results:	5,000,000			
	2014-15 Actual Results (as of 6/30/15):	1,589,696			
	2015-16 Minimum Acceptable Results:	1,589,696			
	2015-16 Target Results:	2,000,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Agency tracks seedlings planted in South Carolina annually.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	We analyze the market and past sales annually and plant accordingly.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We had low germination at Taylor Nursery this past spring. This goal is based on current seedling inventory.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	It will be close.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b>	3rd generation improved seed produced (pounds)			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	106			
	2014-15 Target Results:	625			
	2014-15 Actual Results (as of 6/30/15):	38			
	2015-16 Minimum Acceptable Results:	38			
	2015-16 Target Results:	625			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	3rd generation improved seed is the state-of-the-art in loblolly open-pollinated seed currently.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Weather conditions resulted in the low cone production. We have fertilized the orchard to increase production also.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The 3rd generation orchard is young and production will grow rapidly.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b>	State Forests - Gross Revenue			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,363,876			
	2014-15 Target Results:	2,700,000			
	2014-15 Actual Results (as of 6/30/15):	1,979,540			
	2015-16 Minimum Acceptable Results:	1,800,000			
	2015-16 Target Results:	2,500,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				

# Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
	<b>Performance Measure:</b> State Forests - Net Revenue				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	-\$354,970			
	2014-15 Target Results:	\$100,000			
	2014-15 Actual Results (as of 6/30/15):	-\$346,608			
	2015-16 Minimum Acceptable Results:	-\$500,000			
	2015-16 Target Results:	\$100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
	<b>Performance Measure:</b> State Forests - Payments to County School Districts				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	\$585,420			
	2014-15 Target Results:	\$675,000			
	2014-15 Actual Results (as of 6/30/15):	\$477,608			
	2015-16 Minimum Acceptable Results:	\$500,000			
	2015-16 Target Results:	\$675,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.				

## Objective Details

<b>POTENTIAL NEGATIVE IMPACT</b>			
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential			
Most Potential Negative Impact	<i>Membership in public/private university based research cooperatives is imperative to stay in the nursery business. These cooperatives are our source of basic</i>		
Level Requires Outside Help	<i>Outside help is required when the seed and seedling sales revenue doesn't meet the Nursery &amp; Tree Improvement (N&amp;TI) expenses.</i>		
Outside Help to Request	<i>South Carolina legislature</i>		
Level Requires Inform General Assembly	<i>We are currently requesting funding for the N&amp;TI program.</i>		
3 General Assembly Options	<i>Additional state funding for (1) Neiderhof Tree Improvement facility as tree improvement research, (2) N&amp;TI personnel, (3) re-entry back into the NC State Tree</i>		
<b>REVIEWS/AUDITS</b>			
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015
<b>PARTNERS</b>			
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
North Carolina State University Tree Improvement Cooperative	Forestry Commission is a contributing member	College/University	
Auburn University Forest Nursery Management Cooperative	Forestry Commission is a member	College/University	



## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 1 - Develop The Forest Resource:</b> Forest inventory & analysis, existing industry support, economic development, forest product marketing, forest tree seedling production, and tree improvement.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90. General duties of commission</b> <b>Section 48-23-100: Growing and selling forest tree seedlings and transplants</b> <b>Section 48-30-50. Collection of assessment by Department of Revenue; information and assistance to be provided by State Forester; reimbursement of department for collection costs.</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 1.3 - Maintain personnel and facilities to provide landowners with optimum quality forest tree seedlings.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 1.3.3 - Produce softwood and hardwood seedlings to meet the demand for planting stock by forestland owners and Christmas tree growers.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	Section 48-23-100 Growing and selling forest tree seedlings and transplants	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	The agency's role in seedling production is to provide state of the art seedlings for tree planting. Tree breeding can influence the growth rates of trees as well as their quality traits, such as wood quality, limb size and angle, and disease resistance. The public benefits with each successive generation in tree breeding.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Nursery & Tree Improvement Program, Forest Management Program, State Forests	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	Resource Development Division				
Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				

## Objective Details

<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions</i> : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 1.3.3 - Produce softwood and hardwood seedlings to meet the demand for planting stock by forestland owners and Christmas tree growers.			
	<b>Performance Measure:</b>	Seedlings sold			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,245,388			
	2014-15 Target Results:	5,000,000			
	2014-15 Actual Results (as of 6/30/15):	1,589,696			
	2015-16 Minimum Acceptable Results:	1,589,696			
	2015-16 Target Results:	2,000,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Agency tracks seedlings planted in South Carolina annually.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	We analyze the market and past sales annually and plant accordingly.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We had low germination at Taylor Nursery this past spring. This goal is based on current seedling inventory.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	It will be close.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b>	3rd generation improved seed produced (pounds)			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	106			
	2014-15 Target Results:	625			
	2014-15 Actual Results (as of 6/30/15):	38			
	2015-16 Minimum Acceptable Results:	38			
	2015-16 Target Results:	625			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	3rd generation improved seed is the state-of-the-art in loblolly open-pollinated seed currently.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Weather conditions resulted in the low cone production. We have fertilized the orchard to increase production also.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The 3rd generation orchard is young and production will grow rapidly.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b>	Number of Landowners Assisted			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,434			
	2014-15 Target Results:	2,500			
	2014-15 Actual Results (as of 6/30/15):	2,274			
	2015-16 Minimum Acceptable Results:	2,000			
	2015-16 Target Results:	2,500			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				

## Objective Details

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Acres of forest management technical assistance provided by SCFC foresters				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 136,132				
	2014-15 Target Results: 100,000				
	2014-15 Actual Results (as of 6/30/15): 98,440				
	2015-16 Minimum Acceptable Results: 90,000				
	2015-16 Target Results: 100,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Forest Renewal Program reforestation backlog				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): \$1,410,313				
	2014-15 Target Results: \$1,000,000				
	2014-15 Actual Results (as of 6/30/15): \$1,406,022				
	2015-16 Minimum Acceptable Results: \$1,500,000				
	2015-16 Target Results: \$1,000,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a relevant measure of the amount of cost-share assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Foresters encouraged landowners to apply for other cost-share programs in addition to the Forest Renewal Program.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	The demand for funds through the Forest Renewal Program continues to exceed the supply of funds available.				
	<b>Performance Measure:</b> State Forests - Net Revenue				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): -\$354,970				
	2014-15 Target Results: \$100,000				
	2014-15 Actual Results (as of 6/30/15): -\$346,608				
	2015-16 Minimum Acceptable Results: -\$500,000				
	2015-16 Target Results: \$100,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.				

## Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
	<b>Performance Measure:</b> # of website hits				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	not available			
	2014-15 Target Results:	not available			
	2014-15 Actual Results (as of 6/30/15):	3,093,158			
	2015-16 Minimum Acceptable Results:	2,500,000			
	2015-16 Target Results:	3,250,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Doug Wood, Communications and Public Information Director				
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Wood, Communications and Public Information Director				
What was considered when determining the level to set the target value in 2015-16 and why was the	Previous year's results				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>POTENTIAL NEGATIVE IMPACT</b>					
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential					
Most Potential Negative Impact	Failure to achieve this objective could likely result in seedling shortages in selected markets (Christmas trees, hardwoods, longleaf) and higher costs for				
Level Requires Outside Help	Outside help is required when the seed and seedling sales revenue doesn't meet the Nursery & Tree Improvement (N&T) expenses.				
Outside Help to Request	South Carolina legislature				
Level Requires Inform General Assembly	We are currently requesting funding for the N&T program.				
3 General Assembly Options	Additional state funding for (1) Neiderhof Tree Improvement facility as tree improvement research, (2) N&T personnel, (3) modernization of equipment (tractors,				
<b>REVIEWS/AUDITS</b>					
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective.					
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)		
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015		
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015		
<b>PARTNERS</b>					
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with					
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?			
North Carolina State University Tree Improvement Cooperative	Forestry Commission is a contributing member	College/University			
Auburn University Forest Nursery Management Cooperative	Forestry Commission is a member	College/University			

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	Protecting the State's forest resource, the public, and firefighters is a critical component of the agency's mission.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 2.1 - Ensure prompt and effective response to wildfires and other natural disasters.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 2.1.1 - Equip agency firefighters and dispatch centers with current technology, equipment and sufficient staffing.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<b>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act</b>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			

## Objective Details

Public Benefit/Intended Outcome:	Wildfires are suppressed and the public and the valuable forest industry is protected; Wildland fuels are managed and kept at reasonable levels; Air and water quality are maintained at acceptable levels through application of Smoke Management Guidelines and Best Management Practices. Resources are dispatched efficiently, resulting in rapid response, low average fire size, and minimal loss of homes & forest land. Wildfire prevention is conducted in high-risk areas, and wildfires are investigated to determine the origin & cause. Timber theft/fraud complaints are investigated promptly, cases are prosecuted, and losses are recovered for forest landowners.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Darryl Jones	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Forest Protection Chief				
Office Address:	5500 Broad River Road, Columbia, SC 29212				
Department or Division:	Forest Protection Division				
Department or Division Summary:	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 2.1.1 - Equip agency firefighters and dispatch centers with current technology, equipment and sufficient staffing.			
	<b>Performance Measure:</b>	Average Wildfire Response Time (minutes)			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	35			
	2014-15 Target Results:	<30			
	2014-15 Actual Results (as of 6/30/15):	36			
	2015-16 Minimum Acceptable Results:	35			
	2015-16 Target Results:	<30			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		No			
What are the names and titles of the individuals who chose this as a performance measure?					
Why was this performance measure chosen?		This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires, including equipment readiness, having sufficient numbers of fully-trained firefighters, efficient dispatch processes that utilize the best technology available, and sufficient support personnel.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		More reliable equipment was purchased and firefighter vacancies were filled.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Darryl Jones, Forest Protection Chief & Jeff Baumann, Technology Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		The goal of 30 minute response time was derived based on staffing levels, equipment locations, and average travel times. The 30 minute goal was set because it has been determined to be a reasonable average time for safe response, based on the factors listed previously.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes- Some firefighter vacancies have been filled, and training is ongoing for new firefighters. As more reliable equipment is put into service and as firefighters become fully trained, the expectation is that response times will decrease.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and					

## Objective Details

		<b>Performance Measure:</b>	Frontline Firefighting Dozers within 15- year service life						
		<b>Type of Measure:</b>	Efficiency						
<b>Results</b>									
	2013-14 Actual Results (as of 6/30/14):		65%						
	2014-15 Target Results:		65%						
	2014-15 Actual Results (as of 6/30/15):		66%						
	2015-16 Minimum Acceptable Results:		66%						
	2015-16 Target Results:		72%						
<b>Details</b>									
Does the state or federal government require the agency to track this? (provide any additional explanation			Only Agency Selected						
What are the names and titles of the individuals who chose this as a performance measure?			Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester						
Why was this performance measure chosen?			This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring firefighters have reliable, efficient equipment that allows them to safely respond.						
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?			Additional firefighting units were purchased, thereby increasing the number of units that are within the desired 15 year replacement cycle.						
What are the names and titles of the individuals who chose the target value for 2015-16?			Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester						
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?			The goal for replacing firefighting units is set annually based on funding available.						
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?			Yes- the bid process to purchase additional firefighting units is in progress.						
If the answer to the question above is "questionable" or "no," what changes are being made to try and									
		<b>Performance Measure:</b>	Frontline Dozers with enclosed cabs						
		<b>Type of Measure:</b>	Efficiency						
<b>Results</b>									
	2013-14 Actual Results (as of 6/30/14):		22%						
	2014-15 Target Results:		22%						
	2014-15 Actual Results (as of 6/30/15):		22%						
	2015-16 Minimum Acceptable Results:		22%						
	2015-16 Target Results:		34%						
<b>Details</b>									
Does the state or federal government require the agency to track this? (provide any additional explanation			Only Agency Selected						
What are the names and titles of the individuals who chose this as a performance measure?			Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester						
Why was this performance measure chosen?			This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring firefighters have reliable, efficient equipment that allows them to safely respond.						
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?			Additional firefighting units were purchased, thereby increasing the number of frontline dozers with enclosed cabs.						
What are the names and titles of the individuals who chose the target value for 2015-16?			Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester						
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?			The goal for replacing firefighting units is set annually based on funding available.						
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?			Yes- the bid process to purchase additional firefighting units is in progress.						
If the answer to the question above is "questionable" or "no," what changes are being made to try and									
		<b>Performance Measure:</b>	Dozer Operators						
		<b>Type of Measure:</b>	Output						
<b>Results</b>									
	2013-14 Actual Results (as of 6/30/14):		146						
	2014-15 Target Results:		150						
	2014-15 Actual Results (as of 6/30/15):		150						
	2015-16 Minimum Acceptable Results:		155						
	2015-16 Target Results:		155						
<b>Details</b>									
Does the state or federal government require the agency to track this? (provide any additional explanation			Only Agency Selected						
What are the names and titles of the individuals who chose this as a performance measure?			Tom Patton, Deputy State Forester						
Why was this performance measure chosen?			This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring an adequate number of firefighters are in place						
If the target value was not reached in 2014-15, what changes were made to try and ensure it was			Recruitment of new firefighters is ongoing, as allowed by funding						
What are the names and titles of the individuals who chose the target value for 2015-16?			Tom Patton, Deputy State Forester						





## Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator					
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.					
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.					
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator					
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.					
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable					
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.					
<b>POTENTIAL NEGATIVE IMPACT</b>						
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential						
Most Potential Negative Impact	<i>An extended wildfire season will result in more risks to firefighters, more risk to the public, more loss of homes and higher acres burned, causing impact to forest</i>					
Level Requires Outside Help	<i>Multiple large fires or extended periods of high fire activity will tax agency firefighters</i>					
Outside Help to Request	<i>Additional resources from surrounding states, through the Southeastern Forest Fire Protection Compact</i>					
Level Requires Inform General Assembly	<i>General Assembly will be notified if the Southeastern Compact is enacted</i>					
3 General Assembly Options	<i>Provide funding to enable the use of outside resources</i>					
<b>REVIEWS/AUDITS</b>						
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective.						
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)			
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015			
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015			
<b>PARTNERS</b>						
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with						
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?				
SC Forestry Association	<i>The Forestry Association represents forest landowners and forest industry. The SCFC works with them to develop priorities, including the replacement of firefighting equipment to allow adequate protection of the forest resource</i>	<i>Business, Association or Individual</i>				
USDA Forest Service	<i>Cooperative agreement to share resources</i>	<i>State/Local Government Entity</i>				
US Fish & Wildlife Service	<i>Cooperative agreement to share resources</i>	<i>State/Local Government Entity</i>				
National Park Service	<i>Cooperative agreement to share resources</i>	<i>State/Local Government Entity</i>				
Southern Group of State Foresters	<i>Cooperative agreement to share resources</i>	<i>Business, Association or Individual</i>				

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 2 - Protect The Forest Resource:</b> Protecting the State's forest resource, the public, and firefighters is a critical component of the agency's mission.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 2.1 - Ensure prompt and effective response to wildfires and other natural disasters.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 2.1.2 - Train SCFC personnel and cooperators for response to wildfires and other disasters.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<b>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act</b>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	A sufficient number of well-trained firefighters and support personnel are in place to provide protection to the public and the forest resource.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					

# Objective Details

Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Darryl Jones	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Forest Protection Chief				
Office Address:	5500 Broad River Road, Columbia, SC 29212				
Department or Division:	Forest Protection				
Department or Division Summary:	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 2.1.2 - Train SCFC personnel and cooperators for response to wildfires and other disasters.			
	<b>Performance Measure:</b>	Average Wildfire Response Time (minutes)			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	35			
	2014-15 Target Results:	<30			
	2014-15 Actual Results (as of 6/30/15):	36			
	2015-16 Minimum Acceptable Results:	35			
	2015-16 Target Results:	<30			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?					
Why was this performance measure chosen?	This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires, including equipment readiness, having sufficient numbers of fully-trained firefighters, efficient dispatch processes that utilize the best technology available, and sufficient support personnel.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	More reliable equipment was purchased and firefighter vacancies were filled.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Darryl Jones, Forest Protection Chief & Jeff Baumann, Technology Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The goal of 30 minute response time was derived based on staffing levels, equipment locations, and average travel times. The 30 minute goal was set because it has been determined to be a reasonable average time for safe response, based on the factors listed previously.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes- Some firefighter vacancies have been filled, and training is ongoing for new firefighters. As more reliable equipment is put into service and as firefighters become fully trained, the expectation is that response times will decrease.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b>	Frontline Firefighting Dozers within 15- year service life			
	<b>Type of Measure:</b>	Efficiency			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	65%			
	2014-15 Target Results:	65%			
	2014-15 Actual Results (as of 6/30/15):	66%			
	2015-16 Minimum Acceptable Results:	66%			
	2015-16 Target Results:	72%			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester				
Why was this performance measure chosen?	This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring firefighters have reliable, efficient equipment that allows them to safely respond.				

## Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Additional firefighting units were purchased, thereby increasing the number of units that are within the desired 15 year replacement cycle.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The goal for replacing firefighting units is set annually based on funding available.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes- the bid process to purchase additional firefighting units is in progress.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
	<b>Performance Measure:</b> Forestry Best Management Practices (BMP) Compliance			
	<b>Type of Measure:</b> Outcome			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	93%			
2014-15 Target Results:	>95%			
2014-15 Actual Results (as of 6/30/15):	97%			
2015-16 Minimum Acceptable Results:	90%			
2015-16 Target Results:	>95%			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Federal			
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	Target was exceeded.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the	Compliance rates above 95% are considered excellent.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A			
	<b>Performance Measure:</b> State Forests - Gross Revenue			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	2,363,876			
2014-15 Target Results:	2,700,000			
2014-15 Actual Results (as of 6/30/15):	1,979,540			
2015-16 Minimum Acceptable Results:	1,800,000			
2015-16 Target Results:	2,500,000			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
	<b>Performance Measure:</b> State Forests - Net Revenue			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	-\$354,970			
2014-15 Target Results:	\$100,000			
2014-15 Actual Results (as of 6/30/15):	-\$346,608			
2015-16 Minimum Acceptable Results:	-\$500,000			
2015-16 Target Results:	\$100,000			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			

## Objective Details

Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
	<b>Performance Measure:</b> State Forests - Payments to County School Districts				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): \$585,420				
	2014-15 Target Results: \$675,000				
	2014-15 Actual Results (as of 6/30/15): \$477,608				
	2015-16 Minimum Acceptable Results: \$500,000				
	2015-16 Target Results: \$675,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.				
	<b>Performance Measure:</b> State Forests - Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 77				
	2014-15 Target Results: 82				
	2014-15 Actual Results (as of 6/30/15): 80				
	2015-16 Minimum Acceptable Results: 75				
	2015-16 Target Results: 84				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	Sand Hills State Forest is a recovery site for the endangered woodpecker with federally-mandated goals, so this performance measure is an indicator of progress toward that goal.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency hired a new technician to assume these duties.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Past progress toward increasing the number of groups of woodpeckers and the likelihood of attaining this goal.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	likely				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b> # of website hits				
	<b>Type of Measure:</b> Output				

## Objective Details

Results			
2013-14 Actual Results (as of 6/30/14):	not available		
2014-15 Target Results:	not available		
2014-15 Actual Results (as of 6/30/15):	3,093,158		
2015-16 Minimum Acceptable Results:	2,500,000		
2015-16 Target Results:	3,250,000		
Details			
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected		
What are the names and titles of the individuals who chose this as a performance measure?	Doug Wood, Communications and Public Information Director		
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.		
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a		
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Wood, Communications and Public Information Director		
What was considered when determining the level to set the target value in 2015-16 and why was the	Previous year's results		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes		
If the answer to the question above is "questionable" or "no," what changes are being made to try and			
POTENTIAL NEGATIVE IMPACT			
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"			
Most Potential Negative Impact	<i>Increased wildfire occurrence, resulting in greater risk to firefighters and the public, and significant losses in timber value</i>		
Level Requires Outside Help	<i>Extended fire season and/or large fires that exceed the capacity of agency resources</i>		
Outside Help to Request	<i>resources from other state forestry agencies through the Southeastern Forest Fire Protection Compact</i>		
Level Requires Inform General Assembly	<i>When demand for resources exceeds capacity of the SCFC, the General Assembly will be informed</i>		
3 General Assembly Options	<i>Funding to support resources from other states</i>		
REVIEWS/AUDITS			
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015
PARTNERS			
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
SC Forestry Association	<i>The Forestry Association represents forest landowners and forest industry. The SCFC works with them to develop priorities, including the replacement of firefighting equipment to allow adequate protection of the forest resource</i>	<i>Business, Association or Individual</i>	
USDA Forest Service	<i>Cooperative agreement to share resources</i>	<i>State/Local Government Entity</i>	
US Fish & Wildlife Service	<i>Cooperative agreement to share resources</i>	<i>State/Local Government Entity</i>	
National Park Service	<i>Cooperative agreement to share resources</i>	<i>State/Local Government Entity</i>	
Southern Group of State Foresters	<i>Cooperative agreement to share resources</i>	<i>Business, Association or Individual</i>	

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>				
<b>Agency Responding</b>	South Carolina Forestry Commission			
<b>Date of Submission</b>	12-Jan-16			
<b>Fiscal Year for which information below pertains</b>	2015-16			
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>				
<b>Strategic Plan Context</b>				
# and description of Goal the Objective is helping accomplish:	<b>Goal 2 - Protect The Forest Resource:</b> Protecting the State's forest resource, the public, and firefighters is a critical component of the agency's mission.	Copy and paste this from the second column of the Mission, Vision and Goals Chart		
Legal responsibilities satisfied by Goal:	<i>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart		
# and description of Strategy the Objective is under:	Strategy 2.1 - Ensure prompt and effective response to wildfires and other natural disasters.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart		
<b>Objective</b>				
Objective # and Description:	Objective 2.1.3 - Improve wildfire protection strategies, priorities and capabilities as the wildland-urban interface expands.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart		
Legal responsibilities satisfied by Objective:	<i>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart		
Public Benefit/Intended Outcome:	Dispatch capabilities, cooperative agreements, and response plans for wildfires are up to date and validated. Staffing levels, training, and use of technology are adequate to provide response to wildfires in the urban interface.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart		
<b>Agency Programs Associated with Objective</b>				

# Objective Details

Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Darryl Jones	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Forest Protection Chief				
Office Address:	5500 Broad River Road, Columbia, SC 29212				
Department or Division:	Forest Protection				
Department or Division Summary:	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 2.1.3 - Improve wildfire protection strategies, priorities and capabilities as the wildland-urban interface expands.			
	<b>Performance Measure:</b>	Average Wildfire Response Time (minutes)			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	35			
	2014-15 Target Results:	<30			
	2014-15 Actual Results (as of 6/30/15):	36			
	2015-16 Minimum Acceptable Results:	35			
	2015-16 Target Results:	<30			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?					
Why was this performance measure chosen?	This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires, including equipment readiness, having sufficient numbers of fully-trained firefighters, efficient dispatch processes that utilize the best technology available, and sufficient support personnel.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	More reliable equipment was purchased and firefighter vacancies were filled.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Darryl Jones, Forest Protection Chief & Jeff Baumann, Technology Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The goal of 30 minute response time was derived based on staffing levels, equipment locations, and average travel times. The 30 minute goal was set because it has been determined to be a reasonable average time for safe response, based on the factors listed previously.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes- Some firefighter vacancies have been filled, and training is ongoing for new firefighters. As more reliable equipment is put into service and as firefighters become fully trained, the expectation is that response times will decrease.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b>	Frontline Firefighting Dozers within 15- year service life			
	<b>Type of Measure:</b>	Efficiency			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	65%			
	2014-15 Target Results:	65%			
	2014-15 Actual Results (as of 6/30/15):	66%			
	2015-16 Minimum Acceptable Results:	66%			
	2015-16 Target Results:	72%			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester				
Why was this performance measure chosen?	This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring firefighters have reliable, efficient equipment that allows them to safely respond.				



## Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Additional firefighting units were purchased, thereby increasing the number of units that are within the desired 15 year replacement cycle.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The goal for replacing firefighting units is set annually based on funding available.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes- the bid process to purchase additional firefighting units is in progress.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
	<b>Performance Measure:</b> Frontline Dozers with enclosed cabs			
	<b>Type of Measure:</b> Efficiency			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 22%			
	2014-15 Target Results: 22%			
	2014-15 Actual Results (as of 6/30/15): 22%			
	2015-16 Minimum Acceptable Results: 22%			
	2015-16 Target Results: 34%			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester			
Why was this performance measure chosen?	This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring firefighters have reliable, efficient equipment that allows them to safely respond.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Additional firefighting units were purchased, thereby increasing the number of frontline dozers with enclosed cabs.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The goal for replacing firefighting units is set annually based on funding available.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes- the bid process to purchase additional firefighting units is in progress.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
	<b>Performance Measure:</b> Dozer Operators			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 146			
	2014-15 Target Results: 150			
	2014-15 Actual Results (as of 6/30/15): 150			
	2015-16 Minimum Acceptable Results: 155			
	2015-16 Target Results: 155			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Tom Patton, Deputy State Forester			
Why was this performance measure chosen?	This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring an adequate number of firefighters are in place			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	Recruitment of new firefighters is ongoing, as allowed by funding			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tom Patton, Deputy State Forester			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The goal for firefighter staffing levels is set annually based on funding available.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes- recruitment and hiring has begun			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
	<b>Performance Measure:</b> State Forests - Gross Revenue			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 2,363,876			
	2014-15 Target Results: 2,700,000			
	2014-15 Actual Results (as of 6/30/15): 1,979,540			
	2015-16 Minimum Acceptable Results: 1,800,000			
	2015-16 Target Results: 2,500,000			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			

## Objective Details

Why was this performance measure chosen?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
	<b>Performance Measure:</b> State Forests - Net Revenue				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	-\$354,970			
	2014-15 Target Results:	\$100,000			
	2014-15 Actual Results (as of 6/30/15):	-\$346,608			
	2015-16 Minimum Acceptable Results:	-\$500,000			
	2015-16 Target Results:	\$100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
	<b>Performance Measure:</b> State Forests - Payments to County School Districts				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	\$585,420			
	2014-15 Target Results:	\$675,000			
	2014-15 Actual Results (as of 6/30/15):	\$477,608			
	2015-16 Minimum Acceptable Results:	\$500,000			
	2015-16 Target Results:	\$675,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.				

## Objective Details

	<b>Performance Measure:</b>	State Forests - Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	77			
	2014-15 Target Results:	82			
	2014-15 Actual Results (as of 6/30/15):	80			
	2015-16 Minimum Acceptable Results:	75			
	2015-16 Target Results:	84			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		Sand Hills State Forest is a recovery site for the endangered woodpecker with federally-mandated goals, so this performance measure is an indicator of progress toward that goal.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The agency hired a new technician to assume these duties.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Past progress toward increasing the number of groups of woodpeckers and the likelihood of attaining this goal.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		likely			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached?					
	<b>Performance Measure:</b>	Urban and Community Forestry program outreach (citizens served)			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,302,000			
	2014-15 Target Results:	2,000,000			
	2014-15 Actual Results (as of 6/30/15):	1,879,149			
	2015-16 Minimum Acceptable Results:	1,750,000			
	2015-16 Target Results:	2,000,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Federal			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			
Why was this performance measure chosen?		The US Forest Service requires the agency to track the number of citizens reached through our Urban and Community Forestry program.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Program requested and received supplemental funding from other agency program.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		past achievements and reasonable expectation of accomplishments			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		likely			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached?					
	<b>Performance Measure:</b>	# of website hits			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	not available			
	2014-15 Target Results:	not available			
	2014-15 Actual Results (as of 6/30/15):	3,093,158			
	2015-16 Minimum Acceptable Results:	2,500,000			
	2015-16 Target Results:	3,250,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Doug Wood, Communications and Public Information Director			
Why was this performance measure chosen?		This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?		Doug Wood, Communications and Public Information Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Previous year's results			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached?					

## Objective Details

<b>POTENTIAL NEGATIVE IMPACT</b>			
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"			
Most Potential Negative Impact	<i>Increased wildfire occurrence, resulting in greater risk to firefighters and the public, and significant losses in timber value</i>		
Level Requires Outside Help	<i>Extended fire season and/or large fires that exceed the capacity of agency resources</i>		
Outside Help to Request	<i>resources from other state forestry agencies through the Southeastern Forest Fire Protection Compact</i>		
Level Requires Inform General Assembly	<i>When demand for resources exceeds capacity of the SCFC, the General Assembly will be informed</i>		
3 General Assembly Options	<i>Funding to support resources from other states</i>		
<b>REVIEWS/AUDITS</b>			
<i>Instructions</i> : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015
<b>PARTNERS</b>			
<i>Instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current			
<b>Current Partner Entity</b>	<b>Ways Agency Works with Current Partner</b>	<b>Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?</b>	
<b>SC Forestry Association</b>	<i>The Forestry Association represents forest landowners and forest industry. The SCFC works with them to develop priorities, including the replacement of firefighting equipment to allow adequate protection of the forest resource</i>	<i>Business, Association or Individual</i>	
<b>USDA Forest Service</b>	<i>Cooperative agreement to share resources</i>	<i>State/Local Government Entity</i>	
<b>US Fish &amp; Wildlife Service</b>	<i>Cooperative agreement to share resources</i>	<i>State/Local Government Entity</i>	
<b>National Park Service</b>	<i>Cooperative agreement to share resources</i>	<i>State/Local Government Entity</i>	
<b>Southern Group of State Foresters</b>	<i>Cooperative agreement to share resources</i>	<i>Business, Association or Individual</i>	

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 2 - Protect The Forest Resource:</b> Protecting the State's forest resource, the public, and firefighters is a critical component of the agency's mission.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<i>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 2.1 - Ensure prompt and effective response to wildfires and other natural disasters.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 2.1.4 - Increase wildfire prevention efforts, hazardous fuels reduction and enrollment in the Firewise Communities program.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<i>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			

## Objective Details

Public Benefit/Intended Outcome:	Wildfires are prevented when possible, resulting in less severe impacts to public safety from wildfire, less exposure to harm to firefighters, and better likelihood of successful protection of the public, homes, and the forest resource from wildfires. Fuels in high risk areas are kept at manageable levels through prescribed burning and mechanical treatments. Community Wildfire Protection Plans are developed, and assistance is provided to enroll communities in the Firewise program.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Darryl Jones	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Forest Protection Chief				
Office Address:	5500 Broad River Road, Columbia, SC 29212				
Department or Division:	Forest Protection				
Department or Division Summary:	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 2.1.4 - Increase wildfire prevention efforts, hazardous fuels reduction and enrollment in the Firewise Communities program.			
	<b>Performance Measure:</b>	Frontline Firefighting Dozers within 15- year service life			
	<b>Type of Measure:</b>	Efficiency			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	65%			
	2014-15 Target Results:	65%			
	2014-15 Actual Results (as of 6/30/15):	66%			
	2015-16 Minimum Acceptable Results:	66%			
	2015-16 Target Results:	72%			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester				
Why was this performance measure chosen?	This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring firefighters have reliable, efficient equipment that allows them to safely respond.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Additional firefighting units were purchased, thereby increasing the number of units that are within the desired 15 year replacement cycle.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The goal for replacing firefighting units is set annually based on funding available.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes- the bid process to purchase additional firefighting units is in progress.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b>	Frontline Dozers with enclosed cabs			
	<b>Type of Measure:</b>	Efficiency			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	22%			
	2014-15 Target Results:	22%			
	2014-15 Actual Results (as of 6/30/15):	22%			







## Objective Details

<b>Performance Measure:</b> State Forests - Gross Revenue					
<b>Type of Measure:</b> Output					
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,363,876			
	2014-15 Target Results:	2,700,000			
	2014-15 Actual Results (as of 6/30/15):	1,979,540			
	2015-16 Minimum Acceptable Results:	1,800,000			
	2015-16 Target Results:	2,500,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
<b>Performance Measure:</b> State Forests - Net Revenue					
<b>Type of Measure:</b> Output					
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	-\$354,970			
	2014-15 Target Results:	\$100,000			
	2014-15 Actual Results (as of 6/30/15):	-\$346,608			
	2015-16 Minimum Acceptable Results:	-\$500,000			
	2015-16 Target Results:	\$100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		This is amount of net revenue will provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		This is net revenue needed will provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
<b>Performance Measure:</b> State Forests - Payments to County School Districts					
<b>Type of Measure:</b> Output					
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	\$585,420			
	2014-15 Target Results:	\$675,000			
	2014-15 Actual Results (as of 6/30/15):	\$477,608			
	2015-16 Minimum Acceptable Results:	\$500,000			
	2015-16 Target Results:	\$675,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.			

## Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	questionable Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.			
	<b>Performance Measure:</b> State Forests - Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 77			
	2014-15 Target Results: 82			
	2014-15 Actual Results (as of 6/30/15): 80			
	2015-16 Minimum Acceptable Results: 75			
	2015-16 Target Results: 84			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	Sand Hills State Forest is a recovery site for the endangered woodpecker with federally-mandated goals, so this performance measure is an indicator of progress toward that goal.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency hired a new technician to assume these duties.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Past progress toward increasing the number of groups of woodpeckers and the likelihood of attaining this goal.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for If the answer to the question above is "questionable" or "no," what changes are being made to try and	likely			
	<b>Performance Measure:</b> Urban and Community Forestry program outreach (citizens served)			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 2,302,000			
	2014-15 Target Results: 2,000,000			
	2014-15 Actual Results (as of 6/30/15): 1,879,149			
	2015-16 Minimum Acceptable Results: 1,750,000			
	2015-16 Target Results: 2,000,000			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation)	Federal			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			
Why was this performance measure chosen?	The US Forest Service requires the agency to track the number of citizens reached through our Urban and Community Forestry program.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Program requested and received supplemental funding from other agency program.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for If the answer to the question above is "questionable" or "no," what changes are being made to try and	likely			
	<b>Performance Measure:</b> Test score improvement			
	<b>Type of Measure:</b> Outcome			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 33.5 percentage-point average gain in knowledge (from an average of 52.7% on pre-test questions to an average of 86.2% on post-test questions)			
	2014-15 Target Results: 30 percentage-point average gain in knowledge from pre- to post-test			

## Objective Details

2014-15 Actual Results (as of 6/30/15):	29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions)				
2015-16 Minimum Acceptable Results:	25 percentage-point average gain in knowledge from pre- to post-test				
2015-16 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)				
Why was this performance measure chosen?	This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The longitudinal average of knowledge gain was used to set this target value.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	n/a				
	<b>Performance Measure:</b> # of participants in forestry education programs (Wood Magic, PLT activities and Teachers' Tour)				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	1,622				
2014-15 Target Results:	1,700				
2014-15 Actual Results (as of 6/30/15):	1,723				
2015-16 Minimum Acceptable Results:	1,800				
2015-16 Target Results:	2,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)				
Why was this performance measure chosen?	This performance measure was chosen because it is a function of – and indicator of – the agency's educational programming capacity.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Available space at the different venues where the agency conducts educational programming.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b> # of website hits				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	not available				
2014-15 Target Results:	not available				
2014-15 Actual Results (as of 6/30/15):	3,093,158				
2015-16 Minimum Acceptable Results:	2,500,000				
2015-16 Target Results:	3,250,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Doug Wood, Communications and Public Information Director				
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Wood, Communications and Public Information Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Previous year's results				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>POTENTIAL NEGATIVE IMPACT</b>					
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"					
Most Potential Negative Impact	Increased wildfire occurrence, resulting in greater risk to firefighters and the public, and significant losses in timber value				
Level Requires Outside Help	Extended fire season and/or large fires that exceed the capacity of agency resources				
Outside Help to Request	resources from other state forestry agencies through the Southeastern Forest Fire Protection Compact				
Level Requires Inform General Assembly	When demand for resources exceeds capacity of the SCFC, the General Assembly will be informed				

## Objective Details

3 General Assembly Options		<i>Funding to support resources from other states</i>				
<b>REVIEWS/AUDITS</b>						
<i>Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to</i>						
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)			
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015			
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015			
<b>PARTNERS</b>						
<i>Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current</i>						
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?				
SC LLR, State Fire Marshals Office	<i>Information sharing and fire prevention efforts</i>	State/Local Government Entity				
US Forest Service	<i>Information sharing and fire prevention efforts</i>	State/Local Government Entity				

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 2 - Protect The Forest Resource:</b> Protecting the State's forest resource, the public, and firefighters is a critical component of the agency's mission.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<i>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 2.1 - Ensure prompt and effective response to wildfires and other natural disasters.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 2.1.5 - Provide law enforcement services in wildfire and forest product theft and fraud arenas.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<i>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; ; Section 48-23-265: Defines Timber Theft and Fraud</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			

# Objective Details

Public Benefit/Intended Outcome:	Law enforcement is used as a fire prevention tool to discourage careless outdoor burning, the primary cause of wildfires in SC. Wildfires are investigated to determine if state laws were violated. Cases involving timber theft or fraud are investigated and resolved, and losses are recovered for forest landowners.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Darryl Jones	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Forest Protection Chief				
Office Address:	5500 Broad River Road, Columbia, SC 29212				
Department or Division:	Forest Protection				
Department or Division Summary:	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 2.1.5 - Provide law enforcement services in wildfire and forest product theft and fraud arenas.			
	<b>Performance Measure:</b>	Number of Landowners Assisted			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,434			
	2014-15 Target Results:	2,500			
	2014-15 Actual Results (as of 6/30/15):	2,274			
	2015-16 Minimum Acceptable Results:	2,000			
	2015-16 Target Results:	2,500			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	No				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b>	Acres of forest management technical assistance provided by SCFC foresters			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	136,132			
	2014-15 Target Results:	100,000			
	2014-15 Actual Results (as of 6/30/15):	98,440			
	2015-16 Minimum Acceptable Results:	90,000			
	2015-16 Target Results:	100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				

## Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Forest management assistance customer satisfaction level				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 95%				
	2014-15 Target Results: 100%				
	2014-15 Actual Results (as of 6/30/15): 95%				
	2015-16 Minimum Acceptable Results: 90%				
	2015-16 Target Results: 100%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the relevance of the technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Agency personnel followed up with customers who requested to be contacted when completing survey				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	agency did not receive the additional funding requested in FY16 budget request (lack of forester capacity often results in time delays in responding to requests for assistance which may result in low customer satisfaction)				
	<b>Performance Measure:</b> Forest Renewal Program reforestation backlog				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): \$1,410,313				
	2014-15 Target Results: \$1,000,000				
	2014-15 Actual Results (as of 6/30/15): \$1,406,022				
	2015-16 Minimum Acceptable Results: \$1,500,000				
	2015-16 Target Results: \$1,000,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a relevant measure of the amount of cost-share assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Foresters encouraged landowners to apply for other cost-share programs in addition to the Forest Renewal Program.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	The demand for funds through the Forest Renewal Program continues to exceed the supply of funds available.				
	<b>Performance Measure:</b> State Forests - Gross Revenue				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 2,363,876				
	2014-15 Target Results: 2,700,000				
	2014-15 Actual Results (as of 6/30/15): 1,979,540				
	2015-16 Minimum Acceptable Results: 1,800,000				
	2015-16 Target Results: 2,500,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				

## Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
	<b>Performance Measure: State Forests - Net Revenue</b>			
	<b>Type of Measure: Output</b>			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	\$-354,970		
	2014-15 Target Results:	\$100,000		
	2014-15 Actual Results (as of 6/30/15):	\$-346,608		
	2015-16 Minimum Acceptable Results:	\$-500,000		
	2015-16 Target Results:	\$100,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
	<b>Performance Measure: State Forests - Payments to County School Districts</b>			
	<b>Type of Measure: Output</b>			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	\$585,420		
	2014-15 Target Results:	\$675,000		
	2014-15 Actual Results (as of 6/30/15):	\$477,608		
	2015-16 Minimum Acceptable Results:	\$500,000		
	2015-16 Target Results:	\$675,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			



## Objective Details

If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.				
<b>Performance Measure:</b>		# of website hits				
<b>Type of Measure:</b>		Output				
<b>Results</b>						
2013-14 Actual Results (as of 6/30/14):		not available				
2014-15 Target Results:		not available				
2014-15 Actual Results (as of 6/30/15):		3,093,158				
2015-16 Minimum Acceptable Results:		2,500,000				
2015-16 Target Results:		3,250,000				
<b>Details</b>						
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?		Doug Wood, Communications and Public Information Director				
Why was this performance measure chosen?		This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?		Doug Wood, Communications and Public Information Director				
What was considered when determining the level to set the target value in 2015-16 and why was the		Previous year's results				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and						
<b>POTENTIAL NEGATIVE IMPACT</b>						
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"						
Most Potential Negative Impact	<i>Wildfire occurrence increases due to lack of enforcement; losses to landowners and forest industry increase as timber theft/fraud increase</i>					
Level Requires Outside Help	N/A					
Outside Help to Request	N/A					
Level Requires Inform General Assembly	<i>During a significant wildfire season, the General Assembly will be notified of the increased losses</i>					
3 General Assembly Options	<i>Funding to support investigations</i>					
<b>REVIEWS/AUDITS</b>						
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to						
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)			
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015			
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015			
<b>PARTNERS</b>						
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current						
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?				
SC Forestry Association	Information sharing and education	Business, Association or Individual				
SC Timber Producers Association	Information sharing and education	Business, Association or Individual				
Southern Group of State Foresters	Information sharing and education	State/Local Government Entity				

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 2 - Protect The Forest Resource:</b> Protecting the State's forest resource, the public, and firefighters is a critical component of the agency's mission.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<i>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 2.2 - Ensure prompt response to insects, other forest pests, and disease outbreaks and forest health concerns.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 2.2.1 - Train agency personnel and cooperators on survey techniques, identification and control of forest pests.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<i>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission;</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Agency personnel are sufficiently trained to identify forest pests and provide recommendations for control to forest landowners. Personnel are trained to conduct surveys to evaluate forest pest outbreaks, notify affected landowners, and assist with treatment.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Darryl Jones	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Forest Protection Chief				
Office Address:	5500 Broad River Road, Columbia, SC 29212				
Department or Division:	Forest Protection				

# Objective Details

Department or Division Summary:	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 2.2.1 - Train agency personnel and cooperators on survey techniques, identification and control of forest pests.			
	<b>Performance Measure:</b>	Number of Landowners Assisted			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,434			
	2014-15 Target Results:	2,500			
	2014-15 Actual Results (as of 6/30/15):	2,274			
	2015-16 Minimum Acceptable Results:	2,000			
	2015-16 Target Results:	2,500			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b>	Acres of forest management technical assistance provided by SCFC foresters			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	136,132			
	2014-15 Target Results:	100,000			
	2014-15 Actual Results (as of 6/30/15):	98,440			
	2015-16 Minimum Acceptable Results:	90,000			
	2015-16 Target Results:	100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b>	Forest management assistance customer satisfaction level			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	95%			
	2014-15 Target Results:	100%			
	2014-15 Actual Results (as of 6/30/15):	95%			



## Objective Details

	<b>Performance Measure:</b>	<b>State Forests - Net Revenue</b>			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	-\$354,970			
	2014-15 Target Results:	\$100,000			
	2014-15 Actual Results (as of 6/30/15):	-\$346,608			
	2015-16 Minimum Acceptable Results:	-\$500,000			
	2015-16 Target Results:	\$100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		This is amount of net revenue will provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		This is net revenue needed will provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
	<b>Performance Measure:</b>	<b>State Forests - Payments to County School Districts</b>			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	\$585,420			
	2014-15 Target Results:	\$675,000			
	2014-15 Actual Results (as of 6/30/15):	\$477,608			
	2015-16 Minimum Acceptable Results:	\$500,000			
	2015-16 Target Results:	\$675,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.			
	<b>Performance Measure:</b>	<b>State Forests - Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest</b>			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	77			
	2014-15 Target Results:	82			
	2014-15 Actual Results (as of 6/30/15):	80			
	2015-16 Minimum Acceptable Results:	75			
	2015-16 Target Results:	84			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			





## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 2 - Protect The Forest Resource:</b> Protecting the State's forest resource, the public, and firefighters is a critical component of the agency's mission.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<i>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 2.2 - Ensure prompt response to insects, other forest pests, and disease outbreaks and forest health concerns.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 2.2.3 - Maintain staffing, technology and equipment to combat forest pest problems on a timely basis.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<i>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission;</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Agency personnel are sufficiently trained to identify forest pests and provide recommendations for control to forest landowners. Personnel are trained to conduct surveys to evaluate forest pest outbreak utilizing the best technology available, then notify affected landowners, and assist with treatment.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Darryl Jones	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Forest Protection Chief				
Office Address:	5500 Broad River Road, Columbia, SC 29212				
Department or Division:	Forest Protection				



# Objective Details

Department or Division Summary:	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 2.2.3 - Maintain staffing, technology and equipment to combat forest pest problems on a timely basis.			
	<b>Performance Measure:</b>	Urban and Community Forestry program outreach (citizens served)			
	<b>Type of Measure:</b>	Output			
<b>Results</b>	2013-14 Actual Results (as of 6/30/14):	2,302,000			
	2014-15 Target Results:	2,000,000			
	2014-15 Actual Results (as of 6/30/15):	1,879,149			
	2015-16 Minimum Acceptable Results:	1,750,000			
	2015-16 Target Results:	2,000,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator				
Why was this performance measure chosen?	The US Forest Service requires the agency to track the number of citizens reached through our Urban and Community Forestry program.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Program requested and received supplemental funding from other agency program.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	likely				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>POTENTIAL NEGATIVE IMPACT</b>					
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact."					
Most Potential Negative Impact	Forest pest outbreaks are undetected and cause significant damage, negatively impacting the affected landowners and forest industry.				
Level Requires Outside Help	N/A				
Outside Help to Request	N/A				
Level Requires Inform General Assembly	General Assembly will be notified when a forest pest outbreak is declared.				
3 General Assembly Options	Funding for treatment and technical assistance to affected landowners.				
<b>REVIEWS/AUDITS</b>					
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to					
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)		
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015		
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015		
<b>PARTNERS</b>					
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current					
<b>Current Partner Entity</b>	<b>Ways Agency Works with Current Partner</b>	<b>Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?</b>			
Clemson University Department of Plant Industries	Cooperative agreement to address pest outbreaks and conduct surveys	College/University			
USDA- APHIS	Partner that assists with surveys and identification of pests	State/Local Government Entity			
SC Exotic Plant Pest Council	Information sharing and training for surveys and treatment	Business, Association or Individual			
SC Forestry Association	Training and awareness of forest pests	Business, Association or Individual			

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 2 - Protect The Forest Resource:</b> Protecting the State's forest resource, the public, and firefighters is a critical component of the agency's mission.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 2.3 - Enhance water quality protection by increasing awareness and compliance with Forestry Best Management Practices (BMP).	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 2.3.1 - Improve delivery of the Courtesy BMP Exam Program to protect water quality during forestry operations.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	The Courtesy Exam program is intended to minimize nonpoint source water quality pollution from occurring during silvicultural activities rather than mitigating problems after they occur.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Environmental Program</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road				
Department or Division:	Resource Development Division				
Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				

# Objective Details

<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</i>					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description	Objective 2.3.1 - Improve delivery of the Courtesy BMP Exam Program to protect water quality during forestry operations.				
<b>Performance Measure:</b>	Forestry Best Management Practices (BMP) Compliance				
<b>Type of Measure:</b>	Outcome				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	93%				
2014-15 Target Results:	>95%				
2014-15 Actual Results (as of 6/30/15):	97%				
2015-16 Minimum Acceptable Results:	90%				
2015-16 Target Results:	>95%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was exceeded.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Compliance rates above 95% are considered excellent.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A				
<b>Performance Measure:</b>	<b>State Forests - Gross Revenue</b>				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,363,876				
2014-15 Target Results:	2,700,000				
2014-15 Actual Results (as of 6/30/15):	1,979,540				
2015-16 Minimum Acceptable Results:	1,800,000				
2015-16 Target Results:	2,500,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
<b>Performance Measure:</b>	<b>State Forests - Net Revenue</b>				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	-\$354,970				
2014-15 Target Results:	\$100,000				
2014-15 Actual Results (as of 6/30/15):	-\$346,608				
2015-16 Minimum Acceptable Results:	-\$500,000				
2015-16 Target Results:	\$100,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				

## Objective Details

Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
	<b>Performance Measure:</b> State Forests - Payments to County School Districts			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	\$585,420			
2014-15 Target Results:	\$675,000			
2014-15 Actual Results (as of 6/30/15):	\$477,608			
2015-16 Minimum Acceptable Results:	\$500,000			
2015-16 Target Results:	\$675,000			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.			
	<b>Performance Measure:</b> Test score improvement			
	<b>Type of Measure:</b> Outcome			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	33.5 percentage-point average gain in knowledge (from an average of 52.7% on pre-test questions to an average of 86.2% on post-test questions)			
2014-15 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test			
2014-15 Actual Results (as of 6/30/15):	29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions)			
2015-16 Minimum Acceptable Results:	25 percentage-point average gain in knowledge from pre- to post-test			
2015-16 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)			
Why was this performance measure chosen?	This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The longitudinal average of knowledge gain was used to set this target value.			

## Objective Details

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	n/a			
	<b>Performance Measure:</b>	# of participants in forestry education programs (Wood Magic, PLT activities and Teachers' Tour)		
	<b>Type of Measure:</b>	Output		
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	1,622		
	2014-15 Target Results:	1,700		
	2014-15 Actual Results (as of 6/30/15):	1,723		
	2015-16 Minimum Acceptable Results:	1,800		
	2015-16 Target Results:	2,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)			
Why was this performance measure chosen?	This performance measure was chosen because it is a function of – and indicator of – the agency's educational programming capacity.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Available space at the different venues where the agency conducts educational programming.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
	<b>Performance Measure:</b>	# of website hits		
	<b>Type of Measure:</b>	Output		
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	not available		
	2014-15 Target Results:	not available		
	2014-15 Actual Results (as of 6/30/15):	3,093,158		
	2015-16 Minimum Acceptable Results:	2,500,000		
	2015-16 Target Results:	3,250,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Doug Wood, Communications and Public Information Director			
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Wood, Communications and Public Information Director			
What was considered when determining the level to set the target value in 2015-16 and why was the	Previous year's results			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
<b>POTENTIAL NEGATIVE IMPACT</b>				
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"				
Most Potential Negative Impact	<i>There would be an increase in nonpoint source pollution and site productivity degradation resulting from silvicultural activities.</i>			
Level Requires Outside Help	<i>Outside help would be requested if overall BMP compliance rates fell below 90%.</i>			
Outside Help to Request	<i>South Carolina Legislature and South Carolina DHEC</i>			
Level Requires Inform General Assembly	<i>Agency would notify the General Assembly if we were not successful in increasing grant funding through SC DHEC.</i>			
3 General Assembly Options	<i>Options include: 1) Increase program funding, 2) Create an income tax check-off program for forestry water quality programs, and 3) Create industry check-off</i>			
<b>REVIEWS/AUDITS</b>				
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to				
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)	
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015	
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015	
<b>PARTNERS</b>				
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current				
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?		
South Carolina Forestry Association	<i>They promote program to membership.</i>	<i>Business, Association or Individual</i>		
South Carolina Department of Health & Environmental Control	<i>They provide pass-through grant funding for program and provide a regulatory back-up mechanism.</i>	<i>State/Local Government Entity</i>		

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 2 - Protect The Forest Resource:</b> Protecting the State's forest resource, the public, and firefighters is a critical component of the agency's mission.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 2.3 - Enhance water quality protection by increasing awareness and compliance with Forestry Best Management Practices (BMP).	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 2.3.2 - Provide BMP training to agency personnel, forest landowners and forest industry through the TOP Logger Program.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	BMP training insures that forestry operators know how to properly implement best management practices in order to protect water quality and site productivity.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Environmental Program</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road				
Department or Division:	Resource Development Division				
Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				

# Objective Details

<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions</i> : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description	Objective 2.3.2 - Provide BMP training to agency personnel, forest landowners and forest industry through the TOP Logger Program.				
<b>Performance Measure:</b>	Forestry Best Management Practices (BMP) Compliance				
<b>Type of Measure:</b>	Outcome				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	93%				
2014-15 Target Results:	>95%				
2014-15 Actual Results (as of 6/30/15):	97%				
2015-16 Minimum Acceptable Results:	90%				
2015-16 Target Results:	>95%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was exceeded.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Compliance rates above 95% are considered excellent.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?	N/A				
<b>Performance Measure:</b>	Number of Landowners Assisted				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,434				
2014-15 Target Results:	2,500				
2014-15 Actual Results (as of 6/30/15):	2,274				
2015-16 Minimum Acceptable Results:	2,000				
2015-16 Target Results:	2,500				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?	agency did not receive the additional funding requested in FY16 budget request				
<b>Performance Measure:</b>	Acres of forest management technical assistance provided by SCFC foresters				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	136,132				
2014-15 Target Results:	100,000				
2014-15 Actual Results (as of 6/30/15):	98,440				
2015-16 Minimum Acceptable Results:	90,000				
2015-16 Target Results:	100,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				

## Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Forest management assistance customer satisfaction level				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 95%				
	2014-15 Target Results: 100%				
	2014-15 Actual Results (as of 6/30/15): 95%				
	2015-16 Minimum Acceptable Results: 90%				
	2015-16 Target Results: 100%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the relevance of the technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Agency personnel followed up with customers who requested to be contacted when completing survey				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	agency did not receive the additional funding requested in FY16 budget request (lack of forester capacity often results in time delays in responding to requests for assistance which may result in low customer satisfaction)				
	<b>Performance Measure:</b> Forest Renewal Program reforestation backlog				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): \$1,410,313				
	2014-15 Target Results: \$1,000,000				
	2014-15 Actual Results (as of 6/30/15): \$1,406,022				
	2015-16 Minimum Acceptable Results: \$1,500,000				
	2015-16 Target Results: \$1,000,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a relevant measure of the amount of cost-share assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Foresters encouraged landowners to apply for other cost-share programs in addition to the Forest Renewal Program.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	The demand for funds through the Forest Renewal Program continues to exceed the supply of funds available.				
	<b>Performance Measure:</b> State Forests - Gross Revenue				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 2,363,876				
	2014-15 Target Results: 2,700,000				
	2014-15 Actual Results (as of 6/30/15): 1,979,540				
	2015-16 Minimum Acceptable Results: 1,800,000				
	2015-16 Target Results: 2,500,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				



## Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
	<b>Performance Measure: State Forests - Net Revenue</b>			
	<b>Type of Measure: Output</b>			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	\$-354,970		
	2014-15 Target Results:	\$100,000		
	2014-15 Actual Results (as of 6/30/15):	\$-346,608		
	2015-16 Minimum Acceptable Results:	\$-500,000		
	2015-16 Target Results:	\$100,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
	<b>Performance Measure: State Forests - Payments to County School Districts</b>			
	<b>Type of Measure: Output</b>			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	\$585,420		
	2014-15 Target Results:	\$675,000		
	2014-15 Actual Results (as of 6/30/15):	\$477,608		
	2015-16 Minimum Acceptable Results:	\$500,000		
	2015-16 Target Results:	\$675,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			

## Objective Details

If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.				
<b>Performance Measure:</b>	<b>State Forests - Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest</b>				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	77				
2014-15 Target Results:	82				
2014-15 Actual Results (as of 6/30/15):	80				
2015-16 Minimum Acceptable Results:	75				
2015-16 Target Results:	84				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	Sand Hills State Forest is a recovery site for the endangered woodpecker with federally-mandated goals, so this performance measure is an indicator of progress toward that goal.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	The agency hired a new technician to assume these duties.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Past progress toward increasing the number of groups of woodpeckers and the likelihood of attaining this goal.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	likely				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>Performance Measure:</b>	<b># of website hits</b>				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	not available				
2014-15 Target Results:	not available				
2014-15 Actual Results (as of 6/30/15):	3,093,158				
2015-16 Minimum Acceptable Results:	2,500,000				
2015-16 Target Results:	3,250,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Doug Wood, Communications and Public Information Director				
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Wood, Communications and Public Information Director				
What was considered when determining the level to set the target value in 2015-16 and why was the	Previous year's results				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>POTENTIAL NEGATIVE IMPACT</b>					
<i>Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"</i>					
Most Potential Negative Impact	<i>There would be an increase in nonpoint source pollution and site productivity degradation resulting from silvicultural activities.</i>				
Level Requires Outside Help	<i>Outside help would be requested if overall BMP compliance rates fell below 90%.</i>				
Outside Help to Request	<i>South Carolina Legislature and South Carolina DHEC</i>				
Level Requires Inform General Assembly	<i>Agency would notify the General Assembly if we were not successful in increasing grant funding through SC DHEC.</i>				
3 General Assembly Options	<i>Options include: 1) Increase program funding, 2) Create a income tax check-off program for forestry water quality programs, and 3) Create industry check-off</i>				
<b>REVIEWS/AUDITS</b>					
<i>Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to</i>					
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)		
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015		
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015		
<b>PARTNERS</b>					
<i>Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current</i>					
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?			
South Carolina Forestry Association	<i>They promote program to membership.</i>	<i>Business, Association or Individual</i>			

# Objective Details

Clemson University	<i>We provide training for their employees and students</i>	<i>College/University</i>				
<b>South Carolina Department of Health &amp; Environmental Control</b>	They provide pass-through grant funding for program and provide a regulatory back-up mechanism.	<i>State/Local Government Entity</i>				

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 2 - Protect The Forest Resource:</b> Protecting the State's forest resource, the public, and firefighters is a critical component of the agency's mission.	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Sections 48-23-70 through 48-23-86; Section 48-23-90: General duties of Commission; Sections 48-23-95 through 97: Forest law enforcement; Section 48-23-265: Defines Timber Theft and Fraud; Chapter 33: Forest Fire Protection Act; Chapter 34: Prescribed Fire Act; Chapter 35: Regulation of Fires on Certain Lands; Chapter 36: Best Management Practices Act; Chapter 37: Southeastern Interstate Forest Fire Protection Compact; 42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act; 7 U.S.C. Section 136: Endangered Species Act; 42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act; 33 U.S.C. Section 1251-1387: Clean Water Act</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 2.3 - Enhance water quality protection by increasing awareness and compliance with Forestry Best Management Practices (BMP).	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 2.3.3 - Continue BMP monitoring to document the implementation and compliance with Forestry Best Management Practices.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	SC Code of Laws, Chapter 36. South Carolina Forest Best Management Practices Act	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	BMP monitoring tracks the overall success of the Environmental Program and it is used to improve BMP training of landowners and forestry professionals in order to improve water quality protection and site productivity.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Environmental Program</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Tim Adams	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Resource Development Division Director				
Office Address:	5500 Broad River Road				
Department or Division:	Resource Development Division				

# Objective Details

Department or Division Summary:	Tree improvement; nursery operations; environmental management; forest inventory and analysis; marketing, trade and business development				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 2.3.3 - Continue BMP monitoring to document the implementation and compliance with Forestry Best Management Practices.			
	<b>Performance Measure:</b>	Forestry Best Management Practices (BMP) Compliance			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	93%			
	2014-15 Target Results:	>95%			
	2014-15 Actual Results (as of 6/30/15):	97%			
	2015-16 Minimum Acceptable Results:	90%			
	2015-16 Target Results:	>95%			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation		No			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		Science has shown there to be a direct link between BMP compliance rate and water quality protection.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		Target was exceeded.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the		Compliance rates above 95% are considered excellent.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes, the target is within reach, depending on environmental conditions.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and		N/A			
<b>Performance Measure:</b> Forest Renewal Program reforestation backlog					
<b>Type of Measure:</b> Output					
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	\$1,410,313			
	2014-15 Target Results:	\$1,000,000			
	2014-15 Actual Results (as of 6/30/15):	\$1,406,022			
	2015-16 Minimum Acceptable Results:	\$1,500,000			
	2015-16 Target Results:	\$1,000,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
Why was this performance measure chosen?		It is a relevant measure of the amount of cost-share assistance provided to private landowners.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Foresters encouraged landowners to apply for other cost-share programs in addition to the Forest Renewal Program.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		past achievements and reasonable expectation of accomplishments			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to		The demand for funds through the Forest Renewal Program continues to exceed the supply of funds available.			
<b>Performance Measure:</b> State Forests - Gross Revenue					
<b>Type of Measure:</b> Output					
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,363,876			
	2014-15 Target Results:	2,700,000			
	2014-15 Actual Results (as of 6/30/15):	1,979,540			
	2015-16 Minimum Acceptable Results:	1,800,000			
	2015-16 Target Results:	2,500,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation		Only Agency Selected			

## Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
	<b>Performance Measure: State Forests - Net Revenue</b>			
	<b>Type of Measure: Output</b>			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	-\$354,970		
	2014-15 Target Results:	\$100,000		
	2014-15 Actual Results (as of 6/30/15):	-\$346,608		
	2015-16 Minimum Acceptable Results:	-\$500,000		
	2015-16 Target Results:	\$100,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
	<b>Performance Measure: State Forests - Payments to County School Districts</b>			
	<b>Type of Measure: Output</b>			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	\$585,420		
	2014-15 Target Results:	\$675,000		
	2014-15 Actual Results (as of 6/30/15):	\$477,608		
	2015-16 Minimum Acceptable Results:	\$500,000		
	2015-16 Target Results:	\$675,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			



## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 3 - Manage The Forest Resource - Landowner assistance; state forests; state lands; urban forestry; stewardship</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90: General duties of Commission; Section 48-23-130: Acquisition by Commission of Lands for State Forests; Section 48-23-295 Forestry Services to Landowners; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 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.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 3.1.1 - Provide forest management services to landowners to improve timber production, aid in efficient utilization of the timber resource, and foster conservation and <u>multiple use of the forest resource.</u>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<b>Section 48-23-90: General duties of Commission; Section 48-23-295 Forestry Services to Landowners; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act</b>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	The intended outcome of this objective is a higher level of benefits to the citizens of South Carolina from well-managed private forestland. These benefits include adequate timber supply to sustain and grow the state's forest industry, improved wildlife habitat for a wide variety of species, protection of soil and water quality, recreational opportunities, and beautiful scenery.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the			
<b>Responsible Person</b>					
Name:	<i>Russell Hubright</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	<i>Forest Management Chief</i>				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	<i>Forest Management</i>				
Department or Division Summary:	Landowner assistance; state forests; state lands; urban forestry; stewardship				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					



# Objective Details

Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 3.1.1 - Provide forest management services to landowners to improve timber production, aid in efficient utilization of the timber resource, and foster conservation and multiple use of the forest resource.			
	<b>Performance Measure:</b>	Announced capital investment in forestry			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	\$353.9 million			
	2014-15 Target Results:	\$400 million			
	2014-15 Actual Results (as of 6/30/15):	\$262 million			
	2015-16 Minimum Acceptable Results:	\$200 million			
	2015-16 Target Results:	\$400 million			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional		No			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		It is compatible with metric reported by SC Department of Commerce			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Reviewed MOU w/ SC Department of Commerce. Initiated new marketing program for forest products.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Forest-based economic expansion is affected by the economy and availability of the resource. Availability of small-diameter pine is in decline.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Uncertain at this time.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		There are several projects in the pipeline that could announce this year. We are continuing to work those projects while initiating new contacts with primary and secondary companies.			
	<b>Performance Measure:</b>	Announced new job creation in forestry			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	287			
	2014-15 Target Results:	400			
	2014-15 Actual Results (as of 6/30/15):	286			
	2015-16 Minimum Acceptable Results:	100			
	2015-16 Target Results:	400			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional		No			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		It is compatible with metric reported by SC Department of Commerce			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Reviewed MOU w/ SC Department of Commerce. Initiated new marketing program for forest products.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Forest-based economic expansion is affected by the economy and availability of the resource. Availability of small-diameter pine is in decline.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Uncertain at this time.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		There are several projects in the pipeline that could announce this year. We are continuing to work those projects while initiating new contacts with primary and secondary companies.			
	<b>Performance Measure:</b>	Industry Timber Production and Consumption (thousand cubic feet)			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	564,171			
	2014-15 Target Results:	750,000			
	2014-15 Actual Results (as of 6/30/15):	646,106			
	2015-16 Minimum Acceptable Results:	564,171			
	2015-16 Target Results:	750,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional		Federal		Timber Products Output Program	
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			

## Objective Details

Why was this performance measure chosen?	It is a measure of total primary forest products production.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Forest resource data is updated annually to make sure industry has accurate, up-to-date information on which to base decisions. Industry sectors are identified for growth where the resource will support it sustainably.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Industry expansion is largely dependent on the recovery in housing construction. 16% growth is an aggressive goal, but within reach.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	At this time, the goal seems within reach depending on the economy.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A			
	<b>Performance Measure:</b> Seedlings Sold			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 2,245,388			
	2014-15 Target Results: 5,000,000			
	2014-15 Actual Results (as of 6/30/15): 1,589,696			
	2015-16 Minimum Acceptable Results: 1,589,696			
	2015-16 Target Results: 2,000,000			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional	No			
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?	Agency tracks seedlings planted in South Carolina annually.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	We analyze the market and past sales annually and plant accordingly.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We had low germination at Taylor Nursery this past spring. This goal is based on current seedling inventory.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	It will be close.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
	<b>Performance Measure:</b> Forestry Best Management Practices (BMP) Compliance			
	<b>Type of Measure:</b> Outcome			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 93%			
	2014-15 Target Results: >95%			
	2014-15 Actual Results (as of 6/30/15): 97%			
	2015-16 Minimum Acceptable Results: 90%			
	2015-16 Target Results: >95%			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional	Federal	Clean Water Act legislation		
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	Target was exceeded.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Compliance rates above 95% are considered excellent.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A			
	<b>Performance Measure:</b> Number of Landowners Assisted			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 2,434			
	2014-15 Target Results: 2,500			
	2014-15 Actual Results (as of 6/30/15): 2,274			
	2015-16 Minimum Acceptable Results: 2,000			
	2015-16 Target Results: 2,500			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.			

## Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Acres of forest management technical assistance provided by SCFC foresters				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 136,132				
	2014-15 Target Results: 100,000				
	2014-15 Actual Results (as of 6/30/15): 98,440				
	2015-16 Minimum Acceptable Results: 90,000				
	2015-16 Target Results: 100,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Forest management assistance customer satisfaction level				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 95%				
	2014-15 Target Results: 100%				
	2014-15 Actual Results (as of 6/30/15): 95%				
	2015-16 Minimum Acceptable Results: 90%				
	2015-16 Target Results: 100%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the relevance of the technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Agency personnel followed up with customers who requested to be contacted when completing survey				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	agency did not receive the additional funding requested in FY16 budget request (lack of forester capacity often results in time delays in responding to requests for assistance which may result in low customer satisfaction)				
	<b>Performance Measure:</b> Forest Renewal Program reforestation backlog				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): \$1,410,313				
	2014-15 Target Results: \$1,000,000				
	2014-15 Actual Results (as of 6/30/15): \$1,406,022				
	2015-16 Minimum Acceptable Results: \$1,500,000				
	2015-16 Target Results: \$1,000,000				
<b>Details</b>					



## Objective Details

<b>Results</b>			
2013-14 Actual Results (as of 6/30/14):	not available		
2014-15 Target Results:	not available		
2014-15 Actual Results (as of 6/30/15):	3,093,158		
2015-16 Minimum Acceptable Results:	2,500,000		
2015-16 Target Results:	3,250,000		
<b>Details</b>			
Does the state or federal government require the agency to track this? (provide any additional	Only Agency Selected		
What are the names and titles of the individuals who chose this as a performance measure?	Doug Wood, Communications and Public Information Director		
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.		
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a		
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Wood, Communications and Public Information Director		
What was considered when determining the level to set the target value in 2015-16 and why was the	Previous year's results		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes		
If the answer to the question above is "questionable" or "no," what changes are being made to try and			
<b>POTENTIAL NEGATIVE IMPACT</b>			
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most			
Most Potential Negative Impact	reduction in raw material for forest products industry will cause mills to close and will result in significant loss of jobs and serious impact on state economy		
Level Requires Outside Help	forest disaster such as hurricane or widespread ice storm or flood		
Outside Help to Request	consulting foresters		
Level Requires Inform General Assembly	forest disaster		
3 General Assembly Options	1. Provide agency with supplemental funding to address issue 2. Enlist the help of consulting foresters 3. Enlist the help of other states		
<b>REVIEWS/AUDITS</b>			
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews" of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015
<b>PARTNERS</b>			
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
SC Forestry Association	Information sharing and education	Business, Association or Individual	
USDA Agencies (US Forest Service, FSA, NRCS, et. al.)	cost-share assistance for landowners, funding and guidance for Forest Stewardship program		
Clemson Extension Service	Information sharing and education	State/Local Government Entity	
ACF - Association of Consulting Foresters	Information sharing and education	Business, Association or Individual	
NGO's - Non-government Organizations (e.g. Longleaf Alliance, The Nature Conservancy, NWF)	Information sharing and education	Business, Association or Individual	

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 3 - Manage The Forest Resource - Landowner assistance; state forests; state lands; urban forestry; stewardship</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90: General duties of Commission; Section 48-23-130: Acquisition by Commission of Lands for State Forests; Section 48-23-295 Forestry Services to Landowners; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 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.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 3.1.2 - Provide special services, for a fee, that are not adequately provided by the private sector, such as prescribed burning, firebreak plowing, and water bar construction.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<b>Section 48-23-90: General duties of Commission; Section 48-23-295 Forestry Services to Landowners; Chapter 36: Best Management Practices Act</b>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	The intended outcome of this objective is a higher level of benefits to the citizens of South Carolina from well-managed private forestland. These benefits include adequate timber supply to sustain and grow the state's forest industry, improved wildlife habitat for a wide variety of species, protection of soil and water quality, recreational opportunities, and beautiful scenery.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Russell Hubright</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	<i>Forest Management Chief</i>				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	<i>Forest Management</i>				
Department or Division Summary:	Landowner assistance; state forests; state lands; urban forestry; stewardship				

# Objective Details

<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions</i> : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description	Objective 3.1.2 - Provide special services, for a fee, that are not adequately provided by the private sector, such as prescribed burning, firebreak plowing, and water bar construction.				
<b>Performance Measure:</b>	Industry Timber Production and Consumption (thousand cubic feet)				
<b>Type of Measure:</b>	Outcome				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	564,171			
	2014-15 Target Results:	750,000			
	2014-15 Actual Results (as of 6/30/15):	646,106			
	2015-16 Minimum Acceptable Results:	564,171			
	2015-16 Target Results:	750,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Federal	Timber Products Output Program			
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	It is a measure of total primary forest products production.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Forest resource data is updated annually to make sure industry has accurate, up-to-date information on which to base decisions. Industry sectors are identified for growth where the resource will support it sustainably.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Industry expansion is largely dependent on the recovery in housing construction. 16% growth is an aggressive goal, but within reach.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	At this time, the goal seems within reach depending on the economy.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A				
<b>Performance Measure:</b>	Frontline Dozers with enclosed cabs				
<b>Type of Measure:</b>	Efficiency				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	22%			
	2014-15 Target Results:	22%			
	2014-15 Actual Results (as of 6/30/15):	22%			
	2015-16 Minimum Acceptable Results:	22%			
	2015-16 Target Results:	34%			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester				
Why was this performance measure chosen?	This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring firefighters have reliable, efficient equipment that allows them to safely respond.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Additional firefighting units were purchased, thereby increasing the number of frontline dozers with enclosed cabs.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Darryl Jones, Forest Protection Chief & Tom Patton, Deputy State Forester				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The goal for replacing firefighting units is set annually based on funding available.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes- the bid process to purchase additional firefighting units is in progress.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>Performance Measure:</b>	Dozer Operators				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	146			
	2014-15 Target Results:	150			
	2014-15 Actual Results (as of 6/30/15):	150			
	2015-16 Minimum Acceptable Results:	155			
	2015-16 Target Results:	155			
<b>Details</b>					

## Objective Details

Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Tom Patton, Deputy State Forester				
Why was this performance measure chosen?	This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring an adequate number of firefighters are in place				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	Recruitment of new firefighters is ongoing, as allowed by funding				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tom Patton, Deputy State Forester				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The goal for firefighter staffing levels is set annually based on funding available.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes- recruitment and hiring has begun				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b> Forestry Best Management Practices (BMP) Compliance				
	<b>Type of Measure:</b> Outcome				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	93%				
2014-15 Target Results:	>95%				
2014-15 Actual Results (as of 6/30/15):	97%				
2015-16 Minimum Acceptable Results:	90%				
2015-16 Target Results:	>95%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Federal	Clean Water Act legislation			
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	Target was exceeded.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the	Compliance rates above 95% are considered excellent.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A				
	<b>Performance Measure:</b> Number of Landowners Assisted				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,434				
2014-15 Target Results:	2,500				
2014-15 Actual Results (as of 6/30/15):	2,274				
2015-16 Minimum Acceptable Results:	2,000				
2015-16 Target Results:	2,500				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Acres of forest management technical assistance provided by SCFC foresters				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	136,132				
2014-15 Target Results:	100,000				
2014-15 Actual Results (as of 6/30/15):	98,440				
2015-16 Minimum Acceptable Results:	90,000				
2015-16 Target Results:	100,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				



## Objective Details

Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Forest management assistance customer satisfaction level				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 95%				
	2014-15 Target Results: 100%				
	2014-15 Actual Results (as of 6/30/15): 95%				
	2015-16 Minimum Acceptable Results: 90%				
	2015-16 Target Results: 100%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the relevance of the technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Agency personnel followed up with customers who requested to be contacted when completing survey				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	agency did not receive the additional funding requested in FY16 budget request (lack of forester capacity often results in time delays in responding to requests for assistance which may result in low customer satisfaction)				
	<b>Performance Measure:</b> Forest Renewal Program reforestation backlog				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): \$1,410,313				
	2014-15 Target Results: \$1,000,000				
	2014-15 Actual Results (as of 6/30/15): \$1,406,022				
	2015-16 Minimum Acceptable Results: \$1,500,000				
	2015-16 Target Results: \$1,000,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a relevant measure of the amount of cost-share assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Foresters encouraged landowners to apply for other cost-share programs in addition to the Forest Renewal Program.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The demand for funds through the Forest Renewal Program continues to exceed the supply of funds available.				
	<b>Performance Measure:</b> # of participants in forestry education programs (Wood Magic, PLT activities and Teachers' Tour)				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 1,622				
	2014-15 Target Results: 1,700				
	2014-15 Actual Results (as of 6/30/15): 1,723				
	2015-16 Minimum Acceptable Results: 1,800				



## Objective Details

PARTNERS					
<i>Instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current					
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?			
SC Forestry Association	Information sharing and education	Business, Association or Individual			
USDA Agencies (US Forest Service, FSA, NRCS, et. al.)	<i>cost-share assistance for landowners, funding for Forest Stewardship program</i>				
Clemson Extension Service	Information sharing and education	State/Local Government Entity			
ACF - Association of Consulting Foresters	Information sharing and education	Business, Association or Individual			
NGO's - Non-government Organizations (e.g. Longleaf Alliance, The Nature Conservancy, NWTf)	Information sharing and education	Business, Association or Individual			

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 3 - Manage The Forest Resource - Landowner assistance; state forests; state lands; urban forestry; stewardship</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90: General duties of Commission; Section 48-23-130: Acquisition by Commission of Lands for State Forests; Section 48-23-295 Forestry Services to Landowners; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 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.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 3.1.3 - Administer current reforestation programs. Actively seek partnerships that increase the diversity of sources for reforestation assistance and the funding available for forestry practices.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<b>Section 48-23-90: General duties of Commission; Section 48-23-295 Forestry Services to Landowners; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act</b>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	The intended outcome of this objective is a higher level of benefits to the citizens of South Carolina from well-managed private forestland. These benefits include adequate timber supply to sustain and grow the state's forest industry, improved wildlife habitat for a wide variety of species, protection of soil and water quality, recreational opportunities, and beautiful scenery.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Russell Hubright</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	<i>Forest Management Chief</i>				

# Objective Details

Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	Forest Management				
Department or Division Summary:	Landowner assistance; state forests; state lands; urban forestry; stewardship				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions</i> : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 3.1.3 - Administer current reforestation programs. Actively seek partnerships that increase the diversity of sources for reforestation assistance and the funding available for forestry practices.			
	<b>Performance Measure:</b>	Announced capital investment in forestry			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	\$353.9 million			
	2014-15 Target Results:	\$400 million			
	2014-15 Actual Results (as of 6/30/15):	\$262 million			
	2015-16 Minimum Acceptable Results:	\$200 million			
	2015-16 Target Results:	\$400 million			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	It is compatible with metric reported by SC Department of Commerce				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Reviewed MOU w/ SC Department of Commerce. Initiated new marketing program for forest products				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Forest-based economic expansion is affected by the economy and availability of the resource. Availability of small-diameter pine is in decline.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Uncertain at this time.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	There are several projects in the pipeline that could announce this year. We are continuing to work those projects while initiating new contacts with primary and secondary companies.				
	<b>Performance Measure:</b>	Announced new job creation in forestry			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	287			
	2014-15 Target Results:	400			
	2014-15 Actual Results (as of 6/30/15):	286			
	2015-16 Minimum Acceptable Results:	100			
	2015-16 Target Results:	400			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	It is compatible with metric reported by SC Department of Commerce				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Reviewed MOU w/ SC Department of Commerce. Initiated new marketing program for forest products				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Forest-based economic expansion is affected by the economy and availability of the resource. Availability of small-diameter pine is in decline.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Uncertain at this time.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	There are several projects in the pipeline that could announce this year. We are continuing to work those projects while initiating new contacts with primary and secondary companies.				
	<b>Performance Measure:</b>	Industry Timber Production and Consumption (thousand cubic feet)			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	564,171			
	2014-15 Target Results:	750,000			

## Objective Details

	2014-15 Actual Results (as of 6/30/15):	646,106				
	2015-16 Minimum Acceptable Results:	564,171				
	2015-16 Target Results:	750,000				
<b>Details</b>						
Does the state or federal government require the agency to track this? (provide any additional explanation)	Federal		Timber Products Output Program			
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director					
Why was this performance measure chosen?	It is a measure of total primary forest products production.					
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Forest resource data is updated annually to make sure industry has accurate, up-to-date information on which to base decisions. Industry sectors are identified for growth where the resource will support it sustainably.					
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director					
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Industry expansion is largely dependent on the recovery in housing construction. 16% growth is an aggressive goal, but within reach.					
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	At this time, the goal seems within reach depending on the economy.					
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A					
	<b>Performance Measure:</b>	Seedlings Sold				
	<b>Type of Measure:</b>	Output				
<b>Results</b>						
	2013-14 Actual Results (as of 6/30/14):	2,245,388				
	2014-15 Target Results:	5,000,000				
	2014-15 Actual Results (as of 6/30/15):	1,589,696				
	2015-16 Minimum Acceptable Results:	1,589,696				
	2015-16 Target Results:	2,000,000				
<b>Details</b>						
Does the state or federal government require the agency to track this? (provide any additional explanation)	No					
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director					
Why was this performance measure chosen?	Agency tracks seedlings planted in South Carolina annually.					
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	We analyze the market and past sales annually and plant accordingly.					
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director					
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We had low germination at Taylor Nursery this past spring. This goal is based on current seedling inventory.					
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	It will be close.					
If the answer to the question above is "questionable" or "no," what changes are being made to try and						
	<b>Performance Measure:</b>	Forestry Best Management Practices (BMP) Compliance				
	<b>Type of Measure:</b>	Outcome				
<b>Results</b>						
	2013-14 Actual Results (as of 6/30/14):	93%				
	2014-15 Target Results:	>95%				
	2014-15 Actual Results (as of 6/30/15):	97%				
	2015-16 Minimum Acceptable Results:	90%				
	2015-16 Target Results:	>95%				
<b>Details</b>						
Does the state or federal government require the agency to track this? (provide any additional explanation)	Federal		Clean Water Act legislation			
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director					
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.					
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was exceeded.					
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director					
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Compliance rates above 95% are considered excellent.					
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.					
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A					
	<b>Performance Measure:</b>	Number of Landowners Assisted				
	<b>Type of Measure:</b>	Output				
<b>Results</b>						
	2013-14 Actual Results (as of 6/30/14):	2,434				
	2014-15 Target Results:	2,500				
	2014-15 Actual Results (as of 6/30/15):	2,274				
	2015-16 Minimum Acceptable Results:	2,000				
	2015-16 Target Results:	2,500				
<b>Details</b>						
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected					
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager					

## Objective Details

Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Acres of forest management technical assistance provided by SCFC foresters				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 136,132				
	2014-15 Target Results: 100,000				
	2014-15 Actual Results (as of 6/30/15): 98,440				
	2015-16 Minimum Acceptable Results: 90,000				
	2015-16 Target Results: 100,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Forest management assistance customer satisfaction level				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 95%				
	2014-15 Target Results: 100%				
	2014-15 Actual Results (as of 6/30/15): 95%				
	2015-16 Minimum Acceptable Results: 90%				
	2015-16 Target Results: 100%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the relevance of the technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Agency personnel followed up with customers who requested to be contacted when completing survey				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	agency did not receive the additional funding requested in FY16 budget request (lack of forester capacity often results in time delays in responding to requests for assistance which may result in low customer satisfaction)				
	<b>Performance Measure:</b> Forest Renewal Program reforestation backlog				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): \$1,410,313				
	2014-15 Target Results: \$1,000,000				
	2014-15 Actual Results (as of 6/30/15): \$1,406,022				
	2015-16 Minimum Acceptable Results: \$1,500,000				





## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><b>Instructions:</b> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 3 - Manage The Forest Resource - Landowner assistance; state forests; state lands; urban forestry; stewardship</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90: General duties of Commission; Section 48-23-130: Acquisition by Commission of Lands for State Forests; Section 48-23-295 Forestry Services to Landowners; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 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.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 3.1.4 - Use landholdings to demonstrate forest management techniques.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<b>Section 48-23-90: General duties of Commission; Section 48-23-130: Acquisition by Commission of Lands for State Forests; Section 48-23-295 Forestry Services to Landowners; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act</b>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	The intended outcome of this objective is a higher level of benefits to the citizens of South Carolina from well-managed private forestland. These benefits include adequate timber supply to sustain and grow the state's forest industry, improved wildlife habitat for a wide variety of species, protection of soil and water quality, recreational opportunities, and beautiful scenery.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Russell Hubright</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	<i>Forest Management Chief</i>				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	<i>Forest Management</i>				

## Objective Details

Department or Division Summary:	Landowner assistance; state forests; state lands; urban forestry; stewardship				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</i>					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description	Objective 3.1.4 - Use landholdings to demonstrate forest management techniques.				
<b>Performance Measure:</b>	Industry Timber Production and Consumption (thousand cubic feet)				
<b>Type of Measure:</b>	Outcome				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	564,171				
2014-15 Target Results:	750,000				
2014-15 Actual Results (as of 6/30/15):	646,106				
2015-16 Minimum Acceptable Results:	564,171				
2015-16 Target Results:	750,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	It is a measure of total primary forest products production.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Forest resource data is updated annually to make sure industry has accurate, up-to-date information on which to base decisions. Industry sectors are identified for growth where the resource will support it sustainably.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Industry expansion is largely dependent on the recovery in housing construction. 16% growth is an aggressive goal, but within reach.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	At this time, the goal seems within reach depending on the economy.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A				
<b>Performance Measure:</b>	Forestry Best Management Practices (BMP) Compliance				
<b>Type of Measure:</b>	Outcome				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	93%				
2014-15 Target Results:	>95%				
2014-15 Actual Results (as of 6/30/15):	97%				
2015-16 Minimum Acceptable Results:	90%				
2015-16 Target Results:	>95%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Federal	Clean Water Act legislation			
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	Target was exceeded.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the	Compliance rates above 95% are considered excellent.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A				
<b>Performance Measure:</b>	Number of Landowners Assisted				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,434				
2014-15 Target Results:	2,500				
2014-15 Actual Results (as of 6/30/15):	2,274				
2015-16 Minimum Acceptable Results:	2,000				
2015-16 Target Results:	2,500				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				

## Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Acres of forest management technical assistance provided by SCFC foresters				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 136,132				
	2014-15 Target Results: 100,000				
	2014-15 Actual Results (as of 6/30/15): 98,440				
	2015-16 Minimum Acceptable Results: 90,000				
	2015-16 Target Results: 100,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Forest management assistance customer satisfaction level				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 95%				
	2014-15 Target Results: 100%				
	2014-15 Actual Results (as of 6/30/15): 95%				
	2015-16 Minimum Acceptable Results: 90%				
	2015-16 Target Results: 100%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the relevance of the technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Agency personnel followed up with customers who requested to be contacted when completing survey				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	agency did not receive the additional funding requested in FY16 budget request (lack of forester capacity often results in time delays in responding to requests for assistance which may result in low customer satisfaction)				
	<b>Performance Measure:</b> Forest Renewal Program reforestation backlog				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): \$1,410,313				
	2014-15 Target Results: \$1,000,000				
	2014-15 Actual Results (as of 6/30/15): \$1,406,022				
	2015-16 Minimum Acceptable Results: \$1,500,000				
	2015-16 Target Results: \$1,000,000				
<b>Details</b>					



## Objective Details

<b>Type of Measure:</b>		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		\$585,420			
2014-15 Target Results:		\$675,000			
2014-15 Actual Results (as of 6/30/15):		\$477,608			
2015-16 Minimum Acceptable Results:		\$500,000			
2015-16 Target Results:		\$675,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.			
<b>Performance Measure:</b>		<b>State Forests - Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest</b>			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		77			
2014-15 Target Results:		82			
2014-15 Actual Results (as of 6/30/15):		80			
2015-16 Minimum Acceptable Results:		75			
2015-16 Target Results:		84			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		Sand Hills State Forest is a recovery site for the endangered woodpecker with federally-mandated goals, so this performance measure is an indicator of progress toward that goal.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		The agency hired a new technician to assume these duties.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Past progress toward increasing the number of groups of woodpeckers and the likelihood of attaining this goal.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		likely			
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>Performance Measure:</b>		Test score improvement			
<b>Type of Measure:</b>		Outcome			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		33.5 percentage-point average gain in knowledge (from an average of 52.7% on pre-test questions to an average of 86.2% on post-test questions)			
2014-15 Target Results:		30 percentage-point average gain in knowledge from pre- to post-test			
2014-15 Actual Results (as of 6/30/15):		29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions)			
2015-16 Minimum Acceptable Results:		25 percentage-point average gain in knowledge from pre- to post-test			
2015-16 Target Results:		30 percentage-point average gain in knowledge from pre- to post-test			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Jerry Shrum, Environmental Education Coordinator (retired)			

## Objective Details

Why was this performance measure chosen?	This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The longitudinal average of knowledge gain was used to set this target value.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	n/a			
	<b>Performance Measure:</b> # of participants in forestry education programs (Wood Magic, PLT activities and Teachers' Tour)			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 1,622			
	2014-15 Target Results: 1,700			
	2014-15 Actual Results (as of 6/30/15): 1,723			
	2015-16 Minimum Acceptable Results: 1,800			
	2015-16 Target Results: 2,000			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)			
Why was this performance measure chosen?	This performance measure was chosen because it is a function of – and indicator of – the agency's educational programming capacity.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Available space at the different venues where the agency conducts educational programming.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
	<b>Performance Measure:</b> # of website hits			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): not available			
	2014-15 Target Results: not available			
	2014-15 Actual Results (as of 6/30/15): 3,093,158			
	2015-16 Minimum Acceptable Results: 2,500,000			
	2015-16 Target Results: 3,250,000			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Doug Wood, Communications and Public Information Director			
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Wood, Communications and Public Information Director			
What was considered when determining the level to set the target value in 2015-16 and why was the	Previous year's results			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
<b>POTENTIAL NEGATIVE IMPACT</b>				
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"				
Most Potential Negative Impact	reduction in raw material for forest products industry will cause mills to close and will result in significant loss of jobs and serious impact on state economy			
Level Requires Outside Help	forest disaster such as hurricane or widespread ice storm or flood			
Outside Help to Request	consulting foresters			
Level Requires Inform General Assembly	forest disaster			
3 General Assembly Options	1. Provide agency with supplemental funding to address issue 2. Enlist the help of consulting foresters 3. Enlist the help of other states			
<b>REVIEWS/AUDITS</b>				
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to				
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)	
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015	
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015	

## Objective Details

<b>PARTNERS</b>					
<i>Instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current					
<b>Current Partner Entity</b>	<b>Ways Agency Works with Current Partner</b>	<b>Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?</b>			
<b>SC Forestry Association</b>	Information sharing and education	Business, Association or Individual			
<b>USDA Agencies (US Forest Service, FSA, NRCS, et. al.)</b>	<i>cost-share assistance for landowners, funding for Forest Stewardship program</i>				
<b>Clemson Extension Service</b>	Information sharing and education	<i>State/Local Government Entity</i>			
<b>ACF - Association of Consulting Foresters</b>	Information sharing and education	<i>Business, Association or Individual</i>			
<b>NGO's - Non-government Organizations (e.g. Longleaf Alliance, The Nature Conservancy, NWTf)</b>	Information sharing and education	<i>Business, Association or Individual</i>			

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 3 - Manage The Forest Resource - Landowner assistance; state forests; state lands; urban forestry; stewardship</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90: General duties of Commission; Section 48-23-130: Acquisition by Commission of Lands for State Forests; Section 48-23-295 Forestry Services to Landowners; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 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.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 3.2.1 - Assess needs and provide technical assistance in the development and management of public trees and forests by periodically contacting local government personnel, advocacy groups and professional organizations.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<b>Section 48-23-90: General duties of Commission</b>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:		Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Russell Hubright</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	<i>Forest Management Chief</i>				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	<i>Forest Management</i>				
Department or Division Summary:	Landowner assistance; state forests; state lands; urban forestry; stewardship				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					



## Objective Details

Objective Number and Description	Objective 3.2.1 - Assess needs and provide technical assistance in the development and management of public trees and forests by periodically contacting local government personnel, advocacy groups and professional organizations.			
<b>Performance Measure:</b>	Industry Timber Production and Consumption (thousand cubic feet)			
<b>Type of Measure:</b>	Outcome			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	564,171			
2014-15 Target Results:	750,000			
2014-15 Actual Results (as of 6/30/15):	646,106			
2015-16 Minimum Acceptable Results:	564,171			
2015-16 Target Results:	750,000			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation)	No			
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?	It is a measure of total primary forest products production.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Forest resource data is updated annually to make sure industry has accurate, up-to-date information on which to base decisions. Industry sectors are identified for growth where the resource will support it sustainably.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Industry expansion is largely dependent on the recovery in housing construction. 16% growth is an aggressive goal, but within reach.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	At this time, the goal seems within reach depending on the economy.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A			
<b>Performance Measure:</b>	Forestry Best Management Practices (BMP) Compliance			
<b>Type of Measure:</b>	Outcome			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	93%			
2014-15 Target Results:	>95%			
2014-15 Actual Results (as of 6/30/15):	97%			
2015-16 Minimum Acceptable Results:	90%			
2015-16 Target Results:	>95%			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation)	Federal	Clean Water Act legislation		
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was exceeded.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Compliance rates above 95% are considered excellent.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A			
<b>Performance Measure:</b>	Number of Landowners Assisted			
<b>Type of Measure:</b>	Output			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	2,434			
2014-15 Target Results:	2,500			
2014-15 Actual Results (as of 6/30/15):	2,274			
2015-16 Minimum Acceptable Results:	2,000			
2015-16 Target Results:	2,500			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to	agency did not receive the additional funding requested in FY16 budget request			

## Objective Details

	<b>Performance Measure:</b>	Urban and Community Forestry program outreach (citizens served)			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,302,000			
	2014-15 Target Results:	2,000,000			
	2014-15 Actual Results (as of 6/30/15):	1,879,149			
	2015-16 Minimum Acceptable Results:	1,750,000			
	2015-16 Target Results:	2,000,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Federal			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			
Why was this performance measure chosen?		The US Forest Service requires the agency to track the number of citizens reached through our Urban and Community Forestry program.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Program requested and received supplemental funding from other agency program.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		past achievements and reasonable expectation of accomplishments			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		likely			
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b>	# of website hits			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	not available			
	2014-15 Target Results:	not available			
	2014-15 Actual Results (as of 6/30/15):	3,093,158			
	2015-16 Minimum Acceptable Results:	2,500,000			
	2015-16 Target Results:	3,250,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Doug Wood, Communications and Public Information Director			
Why was this performance measure chosen?		This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?		Doug Wood, Communications and Public Information Director			
What was considered when determining the level to set the target value in 2015-16 and why was the		Previous year's results			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>POTENTIAL NEGATIVE IMPACT</b>					
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact."					
Most Potential Negative Impact		<i>Serious decline in health of urban forests that will result in property damage, injuries, and deaths from falling trees and large branches</i>			
Level Requires Outside Help		<i>Major natural disaster such as a hurricane, widespread ice storm, or severe flooding</i>			
Outside Help to Request		<i>Urban Forest Strike Teams from other states</i>			
Level Requires Inform General Assembly		<i>Forest Disaster</i>			
3 General Assembly Options		1. Provide agency with supplemental funding to address issue 2. Enlist the help of consulting arborists 3. Enlist the help of other states			
<b>REVIEWS/AUDITS</b>					
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to					
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)		
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015		
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015		
<b>PARTNERS</b>					
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current					
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity, College, University, or Other Business, Association, or Individual?			
Trees SC	Information sharing and education	Business, Association or Individual			
Professional Associations (APA, SCNLA, etc.)	Information sharing and education	Business, Association or Individual			
Councils of Government	Information sharing and education	Business, Association or Individual			
USDA Forest Service	Program guidance, funding	Federal			

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 3 - Manage The Forest Resource - Landowner assistance; state forests; state lands; urban forestry; stewardship</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	Section 48-23-90: General duties of Commission; Section 48-23-130: Acquisition by Commission of Lands for State Forests; Section 48-23-295 Forestry Services to Landowners; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 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.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 3.2.2 - Develop and/or acquire tools to facilitate technical, educational, and financial assists and services.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<b>Section 48-23-90: General duties of Commission</b>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:		Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Russell Hubright</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	<i>Forest Management Chief</i>				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	<i>Forest Management</i>				
Department or Division Summary:	Landowner assistance; state forests; state lands; urban forestry; stewardship				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				
<b>PERFORMANCE MEASURES</b>					
<p><i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</p>					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description	Objective 3.2.2 - Develop and/or acquire tools to facilitate technical, educational, and financial assists and services.				
<b>Performance Measure:</b>	Forestry Best Management Practices (BMP) Compliance				
<b>Type of Measure:</b>	Outcome				

## Objective Details

<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	93%			
	2014-15 Target Results:	>95%			
	2014-15 Actual Results (as of 6/30/15):	97%			
	2015-16 Minimum Acceptable Results:	90%			
	2015-16 Target Results:	>95%			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		No			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		Science has shown there to be a direct link between BMP compliance rate and water quality protection.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Target was exceeded.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Compliance rates above 95% are considered excellent.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes, the target is within reach, depending on environmental conditions.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?		N/A			
	<b>Performance Measure:</b>	Number of Landowners Assisted			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,434			
	2014-15 Target Results:	2,500			
	2014-15 Actual Results (as of 6/30/15):	2,274			
	2015-16 Minimum Acceptable Results:	2,000			
	2015-16 Target Results:	2,500			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
Why was this performance measure chosen?		It is a very relevant measure of the amount of technical assistance provided to private landowners.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The agency requested additional funding for outreach foresters in the FY16 budget request.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		past achievements and reasonable expectation of accomplishments based on receiving requested funding			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?		agency did not receive the additional funding requested in FY16 budget request			
	<b>Performance Measure:</b>	Urban and Community Forestry program outreach (citizens served)			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,302,000			
	2014-15 Target Results:	2,000,000			
	2014-15 Actual Results (as of 6/30/15):	1,879,149			
	2015-16 Minimum Acceptable Results:	1,750,000			
	2015-16 Target Results:	2,000,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Federal			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			
Why was this performance measure chosen?		The US Forest Service requires the agency to track the number of citizens reached through our Urban and Community Forestry program.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Program requested and received supplemental funding from other agency program.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		past achievements and reasonable expectation of accomplishments			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		likely			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?					
	<b>Performance Measure:</b>	Test score improvement			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					



## Objective Details

<b>POTENTIAL NEGATIVE IMPACT</b>			
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"			
Most Potential Negative Impact	Serious decline in health of urban forests that will result in property damage, injuries, and deaths from falling trees and large branches		
Level Requires Outside Help	Major natural disaster such as a hurricane, widespread ice storm, or severe flooding		
Outside Help to Request	Urban Forest Strike Teams from other states		
Level Requires Inform General Assembly	Forest Disaster		
3 General Assembly Options	1. Provide agency with supplemental funding to address issue 2. Enlist the help of consulting arborists 3. Enlist the help of other states		
<b>REVIEWS/AUDITS</b>			
<i>Instructions</i> : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015
<b>PARTNERS</b>			
<i>Instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current			
<b>Current Partner Entity</b>	<b>Ways Agency Works with Current Partner</b>	<b>Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?</b>	
Trees SC	Information sharing and education	Business, Association or Individual	
Professional Associations (APA, SCNLA, etc.)	Information sharing and education	Business, Association or Individual	
Councils of Government	Information sharing and education	Business, Association or Individual	
USDA Forest Service	Program guidance, funding	Federal	

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><b>Instructions:</b> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 3 - Manage The Forest Resource - Landowner assistance; state forests; state lands; urban forestry; stewardship</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	<b>Section 48-23-90: General duties of Commission; Section 48-23-130: Acquisition by Commission of Lands for State Forests; Section 48-23-295 Forestry Services to Landowners; Chapter 28: The Forest Renewal Program; Chapter 30: Primary Forest Product Assessment; Chapter 36: Best Management Practices Act</b>	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 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.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 3.2.3 - Conduct on-site programs, provide literature and website information and work through partners to sponsor/present information regarding arboriculture, community forestry issues, and the value of ecosystem services to targeted audiences.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	<b>Section 48-23-90: General duties of Commission</b>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	<i>Output</i>	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Forest Protection & Development	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Russell Hubright</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	<i>Forest Management Chief</i>				
Office Address:	5500 Broad River Road, Columbia SC 29212				
Department or Division:	<i>Forest Management</i>				
Department or Division Summary:	Landowner assistance; state forests; state lands; urban forestry; stewardship				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				
<b>PERFORMANCE MEASURES</b>					
<p><b>Instructions:</b> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</p>					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					

## Objective Details

Objective Number and Description	Objective 3.2.3 - Conduct on-site programs, provide literature and website information and work through partners to sponsor/present information regarding arboriculture, community forestry issues, and the value of ecosystem services to targeted audiences.				
<b>Performance Measure:</b>	Forestry Best Management Practices (BMP) Compliance				
<b>Type of Measure:</b>	Outcome				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	93%				
2014-15 Target Results:	>95%				
2014-15 Actual Results (as of 6/30/15):	97%				
2015-16 Minimum Acceptable Results:	90%				
2015-16 Target Results:	>95%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was exceeded.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Compliance rates above 95% are considered excellent.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?	N/A				
<b>Performance Measure:</b>	Number of Landowners Assisted				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,434				
2014-15 Target Results:	2,500				
2014-15 Actual Results (as of 6/30/15):	2,274				
2015-16 Minimum Acceptable Results:	2,000				
2015-16 Target Results:	2,500				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?	agency did not receive the additional funding requested in FY16 budget request				
<b>Performance Measure:</b>	State Forests - Gross Revenue				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,363,876				
2014-15 Target Results:	2,700,000				
2014-15 Actual Results (as of 6/30/15):	1,979,540				
2015-16 Minimum Acceptable Results:	1,800,000				
2015-16 Target Results:	2,500,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				



## Objective Details

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
	<b>Performance Measure:</b> State Forests - Net Revenue				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	-\$354,970			
	2014-15 Target Results:	\$100,000			
	2014-15 Actual Results (as of 6/30/15):	-\$346,608			
	2015-16 Minimum Acceptable Results:	-\$500,000			
	2015-16 Target Results:	\$100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is amount of net revenue will provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is net revenue needed will provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
	<b>Performance Measure:</b> State Forests - Payments to County School Districts				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	\$585,420			
	2014-15 Target Results:	\$675,000			
	2014-15 Actual Results (as of 6/30/15):	\$477,608			
	2015-16 Minimum Acceptable Results:	\$500,000			
	2015-16 Target Results:	\$675,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.				
	<b>Performance Measure:</b> State Forests - Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	77			
	2014-15 Target Results:	82			
	2014-15 Actual Results (as of 6/30/15):	80			
	2015-16 Minimum Acceptable Results:	75			
	2015-16 Target Results:	84			

## Objective Details

<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	Sand Hills State Forest is a recovery site for the endangered woodpecker with federally-mandated goals, so this performance measure is an indicator of progress toward that goal.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency hired a new technician to assume these duties.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Past progress toward increasing the number of groups of woodpeckers and the likelihood of attaining this goal.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	likely				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached?					
	<b>Performance Measure:</b> Urban and Community Forestry program outreach (citizens served)				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,302,000				
2014-15 Target Results:	2,000,000				
2014-15 Actual Results (as of 6/30/15):	1,879,149				
2015-16 Minimum Acceptable Results:	1,750,000				
2015-16 Target Results:	2,000,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Federal				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator				
Why was this performance measure chosen?	The US Forest Service requires the agency to track the number of citizens reached through our Urban and Community Forestry program.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Program requested and received supplemental funding from other agency program.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	likely				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached?					
	<b>Performance Measure:</b> Test score improvement				
	<b>Type of Measure:</b> Outcome				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	33.5 percentage-point average gain in knowledge (from an average of 52.7% on pre-test questions to an average of 86.2% on post-test questions)				
2014-15 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test				
2014-15 Actual Results (as of 6/30/15):	29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions)				
2015-16 Minimum Acceptable Results:	25 percentage-point average gain in knowledge from pre- to post-test				
2015-16 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)				
Why was this performance measure chosen?	This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The longitudinal average of knowledge gain was used to set this target value.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached?	n/a				

## Objective Details

	<b>Performance Measure:</b>	# of participants in forestry education programs (Wood Magic, PLT activities and Teachers' Tour)			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	1,622			
	2014-15 Target Results:	1,700			
	2014-15 Actual Results (as of 6/30/15):	1,723			
	2015-16 Minimum Acceptable Results:	1,800			
	2015-16 Target Results:	2,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Jerry Shrum, Environmental Education Coordinator (retired)			
Why was this performance measure chosen?		This performance measure was chosen because it is a function of – and indicator of – the agency's educational programming capacity.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?		Stephanie Kolok, Environmental Education Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Available space at the different venues where the agency conducts educational programming.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b>	# of website hits			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	not available			
	2014-15 Target Results:	not available			
	2014-15 Actual Results (as of 6/30/15):	3,093,158			
	2015-16 Minimum Acceptable Results:	2,500,000			
	2015-16 Target Results:	3,250,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Doug Wood, Communications and Public Information Director			
Why was this performance measure chosen?		This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?		Doug Wood, Communications and Public Information Director			
What was considered when determining the level to set the target value in 2015-16 and why was the		Previous year's results			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>POTENTIAL NEGATIVE IMPACT</b>					
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"					
Most Potential Negative Impact		<i>Serious decline in health of urban forests that will result in property damage, injuries, and deaths from falling trees and large branches</i>			
Level Requires Outside Help		<i>Major natural disaster such as a hurricane, widespread ice storm, or severe flooding</i>			
Outside Help to Request		<i>Urban Forest Strike Teams from other states</i>			
Level Requires Inform General Assembly		<i>Forest Disaster</i>			
3 General Assembly Options		1. Provide agency with supplemental funding to address issue 2. Enlist the help of consulting arborists 3. Enlist the help of other states			
<b>REVIEWS/AUDITS</b>					
<i>Instructions</i> : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to					
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)		
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015		
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015		
<b>PARTNERS</b>					
<i>Instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current					
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?			
Trees SC	Information sharing and education	Business, Association or Individual			
Professional Associations (APA, SCNLA, etc.)	Information sharing and education	Business, Association or Individual			
Councils of Government	Information sharing and education	Business, Association or Individual			
USDA Forest Service	Program guidance, funding	Federal			

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	Goal 4 - Raise awareness about the resource	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	Section 48-23-90	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 4.1 - Provide forestry education programs and information for targeted audiences.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 4.1.1 - Use Harbison State Forest and the Piedmont Forestry Center as forestry education centers, and expand programs to selected field locations. Provide conservation education programs such as Wood Magic Forest Fair and Project Learning Tree.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	Section 48-23-90	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	All citizens, particularly students, will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Education	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Doug Wood	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Communications and Public Information Director				
Office Address:	5500 Broad River Road				
Department or Division:	Information & Education				
Department or Division Summary:	Public information; educational programs; internal communications; public/media relations				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:	\$11,971	Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<p><i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</p>					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 4.1.1 - Use Harbison State Forest and the Piedmont Forestry Center as forestry education centers, and expand programs to selected field locations. Provide conservation education programs such as Wood Magic Forest Fair and Project Learning Tree.			
	<b>Performance Measure:</b>	Forestry Best Management Practices (BMP) Compliance			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					

## Objective Details

2013-14 Actual Results (as of 6/30/14):	93%				
2014-15 Target Results:	>95%				
2014-15 Actual Results (as of 6/30/15):	97%				
2015-16 Minimum Acceptable Results:	90%				
2015-16 Target Results:	>95%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was exceeded.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Compliance rates above 95% are considered excellent.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A				
<b>Performance Measure:</b> Urban and Community Forestry program outreach (citizens served)					
<b>Type of Measure:</b> Output					
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,302,000				
2014-15 Target Results:	2,000,000				
2014-15 Actual Results (as of 6/30/15):	1,879,149				
2015-16 Minimum Acceptable Results:	1,750,000				
2015-16 Target Results:	2,000,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Federal				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator				
Why was this performance measure chosen?	The US Forest Service requires the agency to track the number of citizens reached through our Urban and Community Forestry program.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Program requested and received supplemental funding from other agency program.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	likely				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>Performance Measure:</b> Test score improvement					
<b>Type of Measure:</b> Outcome					
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	33.5 percentage-point average gain in knowledge (from an average of 52.7% on pre-test questions to an average of 86.2% on post-test questions)				
2014-15 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test				
2014-15 Actual Results (as of 6/30/15):	29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions)				
2015-16 Minimum Acceptable Results:	25 percentage-point average gain in knowledge from pre- to post-test				
2015-16 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)				
Why was this performance measure chosen?	This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The longitudinal average of knowledge gain was used to set this target value.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	n/a				



## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	Goal 4 - Raise awareness about the resource	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	Section 48-23-90	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 4.1 - Provide forestry education programs and information for targeted audiences.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 4.1.2 - Partner with the SC Forestry Association to provide the annual Teachers' Tour and provide forestry educational material.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	Section 48-23-90	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Teachers will understand, appreciate, have access to information about and be able to educate others about the practice of forestry, its multiple-use benefits and economic impact.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Education	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Doug Wood	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Communications and Public Information Director				
Office Address:	5500 Broad River Road				
Department or Division:	Information & Education				
Department or Division Summary:	Public information; educational programs; internal communications; public/media relations				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<p><i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. Types of Performance Measures:</p>					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description	Objective 4.1.2 - Partner with the SC Forestry Association to provide the annual Teachers' Tour and provide forestry educational material.				
Performance Measure:	Forestry Best Management Practices (BMP) Compliance				
Type of Measure:	Outcome				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	93%				
2014-15 Target Results:	>95%				
2014-15 Actual Results (as of 6/30/15):	97%				
2015-16 Minimum Acceptable Results:	90%				
2015-16 Target Results:	>95%				

## Objective Details

<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was exceeded.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Compliance rates above 95% are considered excellent.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A				
<b>Performance Measure:</b>		Forest Renewal Program reforestation backlog			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	\$1,410,313			
	2014-15 Target Results:	\$1,000,000			
	2014-15 Actual Results (as of 6/30/15):	\$1,406,022			
	2015-16 Minimum Acceptable Results:	\$1,500,000			
	2015-16 Target Results:	\$1,000,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a relevant measure of the amount of cost-share assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Foresters encouraged landowners to apply for other cost-share programs in addition to the Forest Renewal Program.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The demand for funds through the Forest Renewal Program continues to exceed the supply of funds available.				
<b>Performance Measure:</b>		State Forests - Gross Revenue			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,363,876			
	2014-15 Target Results:	2,700,000			
	2014-15 Actual Results (as of 6/30/15):	1,979,540			
	2015-16 Minimum Acceptable Results:	1,800,000			
	2015-16 Target Results:	2,500,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.				
<b>Performance Measure:</b>		State Forests - Net Revenue			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	-\$354,970			
	2014-15 Target Results:	\$100,000			
	2014-15 Actual Results (as of 6/30/15):	-\$346,608			
	2015-16 Minimum Acceptable Results:	-\$500,000			





## Objective Details

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	likely			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
	<b>Performance Measure:</b>	Urban and Community Forestry program outreach (citizens served)		
	<b>Type of Measure:</b>	Output		
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	2,302,000		
	2014-15 Target Results:	2,000,000		
	2014-15 Actual Results (as of 6/30/15):	1,879,149		
	2015-16 Minimum Acceptable Results:	1,750,000		
	2015-16 Target Results:	2,000,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Federal			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			
Why was this performance measure chosen?	The US Forest Service requires the agency to track the number of citizens reached through our Urban and Community Forestry program.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Program requested and received supplemental funding from other agency program.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Lowe Sharpe, Urban Forestry Program Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	likely			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
	<b>Performance Measure:</b>	Test score improvement		
	<b>Type of Measure:</b>	Outcome		
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	33.5 percentage-point average gain in knowledge (from an average of 52.7% on pre-test questions to an average of 86.2% on post-test questions)		
	2014-15 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test		
	2014-15 Actual Results (as of 6/30/15):	29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions)		
	2015-16 Minimum Acceptable Results:	25 percentage-point average gain in knowledge from pre- to post-test		
	2015-16 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)			
Why was this performance measure chosen?	This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The longitudinal average of knowledge gain was used to set this target value.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	n/a			
	<b>Performance Measure:</b>	# of participants in forestry education programs (Wood Magic, PLT activities and Teachers' Tour)		
	<b>Type of Measure:</b>	Output		
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	1,622		
	2014-15 Target Results:	1,700		
	2014-15 Actual Results (as of 6/30/15):	1,723		
	2015-16 Minimum Acceptable Results:	1,800		
	2015-16 Target Results:	2,000		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)			

## Objective Details

Why was this performance measure chosen?	This performance measure was chosen because it is a function of – and indicator of – the agency's educational programming capacity.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Available space at the different venues where the agency conducts educational programming.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b> # of website hits				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	not available				
2014-15 Target Results:	not available				
2014-15 Actual Results (as of 6/30/15):	3,093,158				
2015-16 Minimum Acceptable Results:	2,500,000				
2015-16 Target Results:	3,250,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Doug Wood, Communications and Public Information Director				
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Wood, Communications and Public Information Director				
What was considered when determining the level to set the target value in 2015-16 and why was the	Previous year's results				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b> Number of participants				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	35 participants				
2014-15 Target Results:	35 participants				
2014-15 Actual Results (as of 6/30/15):	35 participants				
2015-16 Minimum Acceptable Results:	35 participants				
2015-16 Target Results:	35 participants				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	This classroom/experiential educational program is funded by the South Carolina Forestry Foundation, administered by the South Carolina Forestry Commission and overseen by the Project Learning Tree (PLT) Steering Committee. The target number of participants is set by all three organizations and has been capped at 35 for the past several years because that is the maximum that our facilities and tour partners can accommodate.			
What are the names and titles of the individuals who chose this as a performance measure?	PLT Steering Committee (too many names and titles to list)				
Why was this performance measure chosen?	This performance measure was chosen because it is the maximum that SCFC's facilities and the tour partners who help put on the tour can accommodate.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This performance measure was chosen because it is the maximum that SCFC's facilities and the tour partners who help put on the tour can accommodate.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	n/a				
<b>POTENTIAL NEGATIVE IMPACT</b>					
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact."					
Most Potential Negative Impact	<i>missed opportunity to educate our teacher audience about the forestry's contribution to society, our quality of life and economic impact</i>				
Level Requires Outside Help	none				
Outside Help to Request	n/a				

## Objective Details

Level Requires Inform General Assembly	n/a					
3 General Assembly Options	n/a					
<b>REVIEWS/AUDITS</b>						
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to						
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)			
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015			
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015			
<b>PARTNERS</b>						
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current						
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?				
Project Learning Tree (PLT) Steering Committee	<i>provides guidance and oversight on curriculum, logistics and funding</i>	<i>Business, Association or Individual</i>				
South Carolina Forestry Foundation (South Carolina Forestry Association)	<i>provides funding support</i>	<i>Business, Association or Individual</i>				

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	Goal 4 - Raise awareness about the resource	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	Section 48-23-90	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 4.2 - Enhance the image of the Forestry Commission as an initial source for forest management information and assistance.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 4.2.1 - Reach out to landowners through civic involvement, group meetings, tours, workshops, advertising, and other opportunities.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	Section 48-23-90	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Landowners, conservation partners and the general public will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Education	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Doug Wood	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Communications and Public Information Director				
Office Address:	5500 Broad River Road				
Department or Division:	Information & Education				
Department or Division Summary:	Public information; educational programs; internal communications; public/media relations				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<p><i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</p>					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 4.2.1 - Reach out to landowners through civic involvement, group meetings, tours, workshops, advertising, and other opportunities.			
	<b>Performance Measure:</b>	Forestry Best Management Practices (BMP) Compliance			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	93%			
	2014-15 Target Results:	>95%			

## Objective Details

2014-15 Actual Results (as of 6/30/15):	97%				
2015-16 Minimum Acceptable Results:	90%				
2015-16 Target Results:	>95%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was exceeded.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Compliance rates above 95% are considered excellent.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?	N/A				
<b>Performance Measure:</b> Number of Landowners Assisted					
<b>Type of Measure:</b> Output					
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,434				
2014-15 Target Results:	2,500				
2014-15 Actual Results (as of 6/30/15):	2,274				
2015-16 Minimum Acceptable Results:	2,000				
2015-16 Target Results:	2,500				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?	agency did not receive the additional funding requested in FY16 budget request				
<b>Performance Measure:</b> Acres of forest management technical assistance provided by SCFC foresters					
<b>Type of Measure:</b> Output					
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	136,132				
2014-15 Target Results:	100,000				
2014-15 Actual Results (as of 6/30/15):	98,440				
2015-16 Minimum Acceptable Results:	90,000				
2015-16 Target Results:	100,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?	agency did not receive the additional funding requested in FY16 budget request				
<b>Performance Measure:</b> State Forests - Gross Revenue					
<b>Type of Measure:</b> Output					
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	2,363,876				
2014-15 Target Results:	2,700,000				
2014-15 Actual Results (as of 6/30/15):	1,979,540				

# Objective Details

2015-16 Minimum Acceptable Results:		1,800,000			
2015-16 Target Results:		2,500,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		This is the amount of gross revenue needed to cover operating expenses and provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
<b>Performance Measure:</b>		<b>State Forests - Net Revenue</b>			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		-\$354,970			
2014-15 Target Results:		\$100,000			
2014-15 Actual Results (as of 6/30/15):		-\$346,608			
2015-16 Minimum Acceptable Results:		-\$500,000			
2015-16 Target Results:		\$100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		This is amount of net revenue will provide a modest carryforward amount.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		This is net revenue needed will provide a modest carryforward amount.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income.			
<b>Performance Measure:</b>		<b>State Forests - Payments to County School Districts</b>			
<b>Type of Measure:</b>		Output			
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		\$585,420			
2014-15 Target Results:		\$675,000			
2014-15 Actual Results (as of 6/30/15):		\$477,608			
2015-16 Minimum Acceptable Results:		\$500,000			
2015-16 Target Results:		\$675,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			
Why was this performance measure chosen?		The agency pays 25% of the revenue generated on state forests to county school districts. This measure is an indicator of revenue generated through timber sales and user fees.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		The state forest system relies mostly on a forest harvesting computer model to sustainably control timber harvests, the major source of revenue. It also strategically markets pinestraw to maximize income.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator			

## Objective Details

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This payment amount is 25% of the amount of gross revenue that is needed to cover state forest operations and a modest carryforward.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Reliance on the harvesting model reduces the amount of flexibility the agency has in making changes that would result in higher income and, therefore, higher payments to counties.				
	<b>Performance Measure:</b> State Forests - Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 77				
	2014-15 Target Results: 82				
	2014-15 Actual Results (as of 6/30/15): 80				
	2015-16 Minimum Acceptable Results: 75				
	2015-16 Target Results: 84				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
Why was this performance measure chosen?	Sand Hills State Forest is a recovery site for the endangered woodpecker with federally-mandated goals, so this performance measure is an indicator of progress toward that goal.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	The agency hired a new technician to assume these duties.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Mike Shealy, State Lands Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Past progress toward increasing the number of groups of woodpeckers and the likelihood of attaining this goal.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	likely				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b> Test score improvement				
	<b>Type of Measure:</b> Outcome				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 33.5 percentage-point average gain in knowledge (from an average of 52.7% on pre-test questions to an average of 86.2% on post-test questions				
	2014-15 Target Results: 30 percentage-point average gain in knowledge from pre- to post-test				
	2014-15 Actual Results (as of 6/30/15): 29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions				
	2015-16 Minimum Acceptable Results: 25 percentage-point average gain in knowledge from pre- to post-test				
	2015-16 Target Results: 30 percentage-point average gain in knowledge from pre- to post-test				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)				
Why was this performance measure chosen?	This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The longitudinal average of knowledge gain was used to set this target value.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	n/a				
	<b>Performance Measure:</b> # of participants in forestry education programs (Wood Magic, PLT activities and Teachers' Tour)				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14): 1,622				
	2014-15 Target Results: 1,700				
	2014-15 Actual Results (as of 6/30/15): 1,723				
	2015-16 Minimum Acceptable Results: 1,800				





## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><b>Instructions:</b> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	Goal 4 - Raise awareness about the resource	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	Section 48-23-90	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 4.2 - Enhance the image of the Forestry Commission as an initial source for forest management information and assistance.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 4.2.2 - Market the agency's programs and services to targeted audiences.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	Section 48-23-90	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Landowners, conservation partners and the general public will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Education	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Doug Wood	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Communications and Public Information Director				
Office Address:	5500 Broad River Road				
Department or Division:	Information & Education				
Department or Division Summary:	Public information; educational programs; internal communications; public/media relations				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<p><b>Instructions:</b> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</p>					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description	Objective 4.2.2 - Market the agency's programs and services to targeted audiences.				
Performance Measure:	Forestry Best Management Practices (BMP) Compliance				
Type of Measure:	Outcome				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	93%				
2014-15 Target Results:	>95%				
2014-15 Actual Results (as of 6/30/15):	97%				
2015-16 Minimum Acceptable Results:	90%				
2015-16 Target Results:	>95%				

## Objective Details

<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was exceeded.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Compliance rates above 95% are considered excellent.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?	N/A				
	<b>Performance Measure:</b> Number of Landowners Assisted				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	2,434			
	2014-15 Target Results:	2,500			
	2014-15 Actual Results (as of 6/30/15):	2,274			
	2015-16 Minimum Acceptable Results:	2,000			
	2015-16 Target Results:	2,500			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Acres of forest management technical assistance provided by SCFC foresters				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	136,132			
	2014-15 Target Results:	100,000			
	2014-15 Actual Results (as of 6/30/15):	98,440			
	2015-16 Minimum Acceptable Results:	90,000			
	2015-16 Target Results:	100,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
Why was this performance measure chosen?	It is a very relevant measure of the amount of technical assistance provided to private landowners.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency requested additional funding for outreach foresters in the FY16 budget request.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments based on receiving requested funding				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable				
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached?	agency did not receive the additional funding requested in FY16 budget request				
	<b>Performance Measure:</b> Forest management assistance customer satisfaction level				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	95%			
	2014-15 Target Results:	100%			
	2014-15 Actual Results (as of 6/30/15):	95%			
	2015-16 Minimum Acceptable Results:	90%			
	2015-16 Target Results:	100%			
<b>Details</b>					

## Objective Details

Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
Why was this performance measure chosen?	It is a very relevant measure of the relevance of the technical assistance provided to private landowners.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Agency personnel followed up with customers who requested to be contacted when completing survey			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	agency did not receive the additional funding requested in FY16 budget request (lack of forester capacity often results in time delays in responding to requests for assistance which may result in low customer satisfaction)			
	<b>Performance Measure:</b> Forest Renewal Program reforestation backlog			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	\$1,410,313			
2014-15 Target Results:	\$1,000,000			
2014-15 Actual Results (as of 6/30/15):	\$1,406,022			
2015-16 Minimum Acceptable Results:	\$1,500,000			
2015-16 Target Results:	\$1,000,000			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
Why was this performance measure chosen?	It is a relevant measure of the amount of cost-share assistance provided to private landowners.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Foresters encouraged landowners to apply for other cost-share programs in addition to the Forest Renewal Program.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Hubright, Forest Management Chief; Scott Phillips, Rural Forestry Program Manager			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	past achievements and reasonable expectation of accomplishments			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	questionable			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The demand for funds through the Forest Renewal Program continues to exceed the supply of funds available.			
	<b>Performance Measure:</b> Test score improvement			
	<b>Type of Measure:</b> Outcome			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	33.5 percentage-point average gain in knowledge (from an average of 52.7% on pre-test questions to an average of 86.2% on post-test questions)			
2014-15 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test			
2014-15 Actual Results (as of 6/30/15):	29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions)			
2015-16 Minimum Acceptable Results:	25 percentage-point average gain in knowledge from pre- to post-test			
2015-16 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)			
Why was this performance measure chosen?	This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The longitudinal average of knowledge gain was used to set this target value.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	n/a			



## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O_#" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	Goal 4 - Raise awareness about the resource	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	Section 48-23-90	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 4.3 - Increase interaction, cooperation, and communication with other state agencies, local governments, forestry organizations, universities, professional societies, environmental and conservation groups.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 4.3.1 - Partner with SCFA, AF&PA, ACF, Clemson University, NASF, SGSF, and other related organizations to identify common messages and deliver to targeted audiences.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	Section 48-23-90	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Landowners, conservation partners and the general public will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Education	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Doug Wood	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Communications and Public Information Director				
Office Address:	5500 Broad River Road				
Department or Division:	Information & Education				
Department or Division Summary:	Public information; educational programs; internal communications; public/media relations				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
<i>Types of Performance Measures:</i>					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description:	Objective 4.3.1 - Partner with SCFA, AF&PA, ACF, Clemson University, NASF, SGSF, and other related organizations to identify common messages and deliver to targeted audiences.				
Performance Measure:	Forestry Best Management Practices (BMP) Compliance				
Type of Measure:	Outcome				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	93%				
2014-15 Target Results:	>95%				
2014-15 Actual Results (as of 6/30/15):	97%				
2015-16 Minimum Acceptable Results:	90%				
2015-16 Target Results:	>95%				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was exceeded.				
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director				
What was considered when determining the level to set the target value in 2015-16 and why was the	Compliance rates above 95% are considered excellent.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A				

## Objective Details

		<b>Performance Measure:</b>	Test score improvement							
		<b>Type of Measure:</b>	Outcome							
<b>Results</b>										
	2013-14 Actual Results (as of 6/30/14):		33.5 percentage-point average gain in knowledge (from an average of 52.7% on pre-test questions to an average of 86.2% on post-test questions)							
	2014-15 Target Results:		30 percentage-point average gain in knowledge from pre- to post-test							
	2014-15 Actual Results (as of 6/30/15):		29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions)							
	2015-16 Minimum Acceptable Results:		25 percentage-point average gain in knowledge from pre- to post-test							
	2015-16 Target Results:		30 percentage-point average gain in knowledge from pre- to post-test							
<b>Details</b>										
	Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected							
	What are the names and titles of the individuals who chose this as a performance measure?		Jerry Shrum, Environmental Education Coordinator (retired)							
	Why was this performance measure chosen?		This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.							
	If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		n/a							
	What are the names and titles of the individuals who chose the target value for 2015-16?		Stephanie Kolok, Environmental Education Coordinator							
	What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		The longitudinal average of knowledge gain was used to set this target value.							
	Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes							
	If the answer to the question above is "questionable" or "no," what changes are being made to try and		n/a							
		<b>Performance Measure:</b>	# of participants in forestry education programs (Wood Magic, PLT activities and Teachers' Tour)							
		<b>Type of Measure:</b>	Output							
<b>Results</b>										
	2013-14 Actual Results (as of 6/30/14):		1,622							
	2014-15 Target Results:		1,700							
	2014-15 Actual Results (as of 6/30/15):		1,723							
	2015-16 Minimum Acceptable Results:		1,800							
	2015-16 Target Results:		2,000							
<b>Details</b>										
	Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected							
	What are the names and titles of the individuals who chose this as a performance measure?		Jerry Shrum, Environmental Education Coordinator (retired)							
	Why was this performance measure chosen?		This performance measure was chosen because it is a function of -- and indicator of -- the agency's educational programming capacity.							
	If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		n/a							
	What are the names and titles of the individuals who chose the target value for 2015-16?		Stephanie Kolok, Environmental Education Coordinator							
	What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Available space at the different venues where the agency conducts educational programming.							
	Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes							
	If the answer to the question above is "questionable" or "no," what changes are being made to try and									
		<b>Performance Measure:</b>	# of website hits							
		<b>Type of Measure:</b>	Output							
<b>Results</b>										
	2013-14 Actual Results (as of 6/30/14):		not available							
	2014-15 Target Results:		not available							
	2014-15 Actual Results (as of 6/30/15):		3,093,158							
	2015-16 Minimum Acceptable Results:		2,500,000							
	2015-16 Target Results:		3,250,000							
<b>Details</b>										
	Does the state or federal government require the agency to track this? (provide any additional explanation)		Only Agency Selected							
	What are the names and titles of the individuals who chose this as a performance measure?		Doug Wood, Communications and Public Information Director							
	Why was this performance measure chosen?		This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.							
	If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		n/a							
	What are the names and titles of the individuals who chose the target value for 2015-16?		Doug Wood, Communications and Public Information Director							
	What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Previous year's results							
	Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes							
	If the answer to the question above is "questionable" or "no," what changes are being made to try and									
<b>POTENTIAL NEGATIVE IMPACT</b>										
	<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter									
	Most Potential Negative Impact		<i>missed opportunity to educate our target audiences about the forestry's contribution to society, our quality of life and economic impact</i>							
	Level Requires Outside Help		none							
	Outside Help to Request		n/a							
	Level Requires Inform General Assembly		n/a							
	3 General Assembly Options		n/a							
<b>REVIEWS/AUDITS</b>										
	<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to									





## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>				
<b>Agency Responding</b>	South Carolina Forestry Commission			
<b>Date of Submission</b>	12-Jan-16			
<b>Fiscal Year for which information below pertains</b>	2015-16			
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>				
<b>Strategic Plan Context</b>				
# and description of Goal the Objective is helping accomplish:	Goal 4 - Raise awareness about the resource	Copy and paste this from the second column of the Mission, Vision and Goals Chart		
Legal responsibilities satisfied by Goal:	Section 48-23-90	Copy and paste this from the first column of the Mission, Vision and Goals Chart		
# and description of Strategy the Objective is under:	Strategy 4.3 - Increase interaction, cooperation, and communication with other state agencies, local governments, forestry organizations, universities, professional societies, environmental and conservation groups.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart		
<b>Objective</b>				
Objective # and Description:	Objective 4.3.2 - Improve contacts and communication with local governments.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart		
Legal responsibilities satisfied by Objective:	Section 48-23-90	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart		
Public Benefit/Intended Outcome:	Legislators and other bodies at all levels of government will understand, appreciate, have access to information about the practice of forestry, its multiple-use benefits and economic impact for decision-making purposes.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart		
<b>Agency Programs Associated with Objective</b>				
Forest Protection & Development	Education	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by		
<b>Responsible Person</b>				
Name:	Douq Wood	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart		
Number of Months Responsible:	12			
Position:	Communications and Public Information Director			
Office Address:	5500 Broad River Road			
Department or Division:	Information & Education			
Department or Division Summary:	Public information; educational programs; internal communications; public/media relations			
<b>Amount Budgeted and Spent To Accomplish Objective</b>				
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart		
Total Actually Spent:	<i>Agency will provide next year</i>			
<b>PERFORMANCE MEASURES</b>				
<p><i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</p>				
Types of Performance Measures:				
<b>How the Agency is Measuring its Performance</b>				
	Objective Number and Description	Objective 4.3.2 - Improve contacts and communication with local governments.		
	<b>Performance Measure:</b>	Forestry Best Management Practices (BMP) Compliance		
	<b>Type of Measure:</b>	Outcome		
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):	93%		
	2014-15 Target Results:	>95%		
	2014-15 Actual Results (as of 6/30/15):	97%		
	2015-16 Minimum Acceptable Results:	90%		
	2015-16 Target Results:	>95%		
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional	No			
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	Target was exceeded.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director			

## Objective Details

What was considered when determining the level to set the target value in 2015-16 and why was the	Compliance rates above 95% are considered excellent.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A				
	<b>Performance Measure:</b> Test score improvement				
	<b>Type of Measure:</b> Outcome				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	33.5 percentage-point average gain in knowledge (from an average of 52.7% on pre-test questions to an average of 86.2% on post-test questions)				
2014-15 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test				
2014-15 Actual Results (as of 6/30/15):	29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions)				
2015-16 Minimum Acceptable Results:	25 percentage-point average gain in knowledge from pre- to post-test				
2015-16 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)				
Why was this performance measure chosen?	This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The longitudinal average of knowledge gain was used to set this target value.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and	n/a				
	<b>Performance Measure:</b> # of participants in forestry education programs (Wood Magic, PLT activities and Teachers' Tour)				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	1,622				
2014-15 Target Results:	1,700				
2014-15 Actual Results (as of 6/30/15):	1,723				
2015-16 Minimum Acceptable Results:	1,800				
2015-16 Target Results:	2,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)				
Why was this performance measure chosen?	This performance measure was chosen because it is a function of – and indicator of – the agency's educational programming capacity.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Available space at the different venues where the agency conducts educational programming.				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
	<b>Performance Measure:</b> # of website hits				
	<b>Type of Measure:</b> Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	not available				
2014-15 Target Results:	not available				
2014-15 Actual Results (as of 6/30/15):	3,093,158				
2015-16 Minimum Acceptable Results:	2,500,000				
2015-16 Target Results:	3,250,000				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional	Only Agency Selected				
What are the names and titles of the individuals who chose this as a performance measure?	Doug Wood, Communications and Public Information Director				
Why was this performance measure chosen?	This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.				
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a				
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Wood, Communications and Public Information Director				
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Previous year's results				
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes				
If the answer to the question above is "questionable" or "no," what changes are being made to try and					
<b>POTENTIAL NEGATIVE IMPACT</b>					
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"					

## Objective Details

Most Potential Negative Impact	<i>missed opportunity to educate our target audiences about the forestry's contribution to society, our quality of life and economic impact</i>		
Level Requires Outside Help	<i>none</i>		
Outside Help to Request	<i>n/a</i>		
Level Requires Inform General Assembly	<i>n/a</i>		
3 General Assembly Options	<i>n/a</i>		
<b>REVIEWS/AUDITS</b>			
<i>Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember</i>			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015
<b>PARTNERS</b>			
<i>Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current</i>			
<b>Current Partner Entity</b>	<b>Ways Agency Works with Current Partner</b>	<b>Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?</b>	
Volunteer/Rural Fire Departments	<i>Administering volunteer fire assistance (VFA) grants</i>	<i>State/Local Government Entity</i>	
All local, state and federal government agencies	<i>Wide variety of initiatives ranging from promotion and awareness to compliance and planning</i>	<i>All</i>	
Volunteer/Rural Fire Departments	<i>Administering volunteer fire assistance (VFA) grants</i>	<i>State/Local Government Entity</i>	

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><b>Instructions:</b> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	Goal 4 - Raise awareness about the resource	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:	Section 48-23-90	Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 4.3 - Increase interaction, cooperation, and communication with other state agencies, local governments, forestry organizations, universities, professional societies, environmental and conservation groups.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 4.3.3 - Encourage SCFC personnel to participate in landowner associations and other forestry and conservation-related organizations.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:	Section 48-23-90	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Landowners, conservation partners and the general public will understand, appreciate and have access to information about the practice of forestry, its multiple-use benefits and economic impact.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Education	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Doug Wood	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	Communications and Public Information Director				
Office Address:	5500 Broad River Road				
Department or Division:	Information & Education				
Department or Division Summary:	Public information; educational programs; internal communications; public/media relations				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<p><b>Instructions:</b> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</p>					
<b>Types of Performance Measures:</b>					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 4.3.3 - Encourage SCFC personnel to participate in landowner associations and other forestry and conservation-related organizations.			
	<b>Performance Measure:</b>	There is no performance measure associated with this objective			

## Objective Details

<b>POTENTIAL NEGATIVE IMPACT</b>						
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"						
Most Potential Negative Impact	n/a					
Level Requires Outside Help	none					
Outside Help to Request	n/a					
Level Requires Inform General Assembly	n/a					
3 General Assembly Options	n/a					
<b>REVIEWS/AUDITS</b>						
<i>Instructions</i> : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to						
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)			
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015			
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015			
<b>PARTNERS</b>						
<i>Instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current						
<b>Current Partner Entity</b>	<b>Ways Agency Works with Current Partner</b>	<b>Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?</b>				
n/a	n/a	n/a				

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 5 - Prepare To Meet Future Demands</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 5.1 - Maintain a capable, well-trained and diverse work team.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 5.1.1 - Actively recruit and employ highly-qualified, diverse individuals who are committed to providing excellent customer service.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Protect and conserve forest lands of South Carolina	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Administration</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Stephanie Meetze</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	1				
Position:	<i>Director of Administration</i>				
Office Address:	<i>5500 Broad River Road</i>				
Department or Division:	<i>Administration</i>				
Department or Division Summary:	Provides administrative support, i.e. payroll, benefits, procurement, etc. to agency personnel.				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				
<b>PERFORMANCE MEASURES</b>					
<p><i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for <b>each</b> Performance Measure that applies to this objective.</p>					
<b>Types of Performance Measures:</b>					
<b>How the Agency is Measuring its Performance</b>					
Objective Number and Description	Objective 5.1.1 - Actively recruit and employ highly-qualified, diverse individuals who are committed to providing excellent customer service.				
<b>Performance Measure:</b>	Forest Inventory and Analysis (FIA) plot production				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	641 (100%)			
	2014-15 Target Results:	670 (100%)			
	2014-15 Actual Results (as of 6/30/15):	652 (97%)			
	2015-16 Minimum Acceptable Results:	600 (90%)			

## Objective Details

	2015-16 Target Results:	670 (100%)			
<b>Details</b>		No			
Does the state or federal government require the agency to track this? (provide any additional		Federal			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Target was not reached because of personnel vacancies. We have filled the vacancies and will hopefully retain all current employees.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year. Accurate, up-to-date FIA information is critical in support of industry expansion.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target		Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try		N/A			
	<b>Performance Measure:</b>	Forest Inventory and Analysis (FIA) Accuracy Scores (percent)			
	<b>Type of Measure:</b>	Efficiency			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	93.5%			
	2014-15 Target Results:	>95%			
	2014-15 Actual Results (as of 6/30/15):	92.5%			
	2015-16 Minimum Acceptable Results:	87.0%			
	2015-16 Target Results:	>95%			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional		Federal			
What are the names and titles of the individuals who chose this as a performance measure?		Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?		Accurate, up-to-date forest resource information is critical to support our forest industry.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Program manager has researched the primary reasons for errors or inaccuracies in data collection and he has provided training on those areas.			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was		95% is an aggressive, but attainable goal.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target		It is within reach.			
If the answer to the question above is "questionable" or "no," what changes are being made to try		N/A			
	<b>Performance Measure:</b>	Dozer Operators			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	146			
	2014-15 Target Results:	150			
	2014-15 Actual Results (as of 6/30/15):	150			
	2015-16 Minimum Acceptable Results:	155			
	2015-16 Target Results:	155			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Tom Patton, Deputy State Forester			
Why was this performance measure chosen?		This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring an adequate number of firefighters are in place			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		Recruitment of new firefighters is ongoing, as allowed by funding			
What are the names and titles of the individuals who chose the target value for 2015-16?		Tom Patton, Deputy State Forester			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		The goal for firefighter staffing levels is set annually based on funding available.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target		Yes- recruitment and hiring has begun			
If the answer to the question above is "questionable" or "no," what changes are being made to try					
	<b>Performance Measure:</b>	Forest management assistance customer satisfaction level			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	95%			
	2014-15 Target Results:	100%			
	2014-15 Actual Results (as of 6/30/15):	95%			
	2015-16 Minimum Acceptable Results:	90%			
	2015-16 Target Results:	100%			
<b>Details</b>					





## Objective Details

If the answer to the question above is "questionable" or "no," what changes are being made to try					
<b>Performance Measure:</b> # of website hits					
<b>Type of Measure:</b> Output					
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		not available			
2014-15 Target Results:		not available			
2014-15 Actual Results (as of 6/30/15):		3,093,158			
2015-16 Minimum Acceptable Results:		2,500,000			
2015-16 Target Results:		3,250,000			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Doug Wood, Communications and Public Information Director			
Why was this performance measure chosen?		This performance measure was chosen because it is an indicator of the agency's reputation as a professional and trustworthy source of forestry-related information.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?		Doug Wood, Communications and Public Information Director			
What was considered when determining the level to set the target value in 2015-16 and why was		Previous year's results			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target		Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try					
<b>Performance Measure:</b> Staffing Level (FTEs)					
<b>Type of Measure:</b> Efficiency					
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):		331.55			
2014-15 Target Results:		331.55			
2014-15 Actual Results (as of 6/30/15):		349.55			
2015-16 Minimum Acceptable Results:		349.55			
2015-16 Target Results:		357.55			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional		Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?		Gene Kodama, State Forester; Tom Patton, Deputy State Forester			
Why was this performance measure chosen?		This performance measure was chosen due to decreased staffing and funding since 2008, which requires rebuilding the agency's workforce to meet public service demands.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?		Gene Kodama, State Forester; Tom Patton, Deputy State Forester			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		The determination of the target value was based on personnel budget, continued public demand for forestry services, including fire prevention and suppression, and forest management.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target		Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try		n/a			
<b>POTENTIAL NEGATIVE IMPACT</b>					
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative					
Most Potential Negative Impact		Not enough highly trained staff to carry out the agency mission.			
Level Requires Outside Help		None			
Outside Help to Request		N/A			
Level Requires Inform General Assembly		N/A			
3 General Assembly Options		N/A			
<b>REVIEWS/AUDITS</b>					
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please					
Matter(s) or Issue(s) Under Review		Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)	
State Auditor Agreed-Upon Procedures		Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015	
Fixed Asset Inventory		Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015	
<b>PARTNERS</b>					
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current					
Current Partner Entity		Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?		

Objective Details

Division of State Human Resources	<i>to follow and implement all HR policies and procedures</i>	<i>State entity</i>			

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 5 - Prepare To Meet Future Demands</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 5.1 - Maintain a capable, well-trained and diverse work team.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 5.1.2 - Support and encourage development and networking opportunities for agency personnel in work-related professional organizations/associations/societies.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Protect and conserve forest lands of South Carolina	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Administration</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Stephanie Meetze</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	1				
Position:	<i>Director of Administration</i>				
Office Address:	<i>5500 Broad River Road</i>				
Department or Division:	<i>Administration</i>				
Department or Division Summary:	Provides administrative support, i.e. payroll, benefits, procurement, etc. to agency personnel.				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 5.1.2 - Support and encourage development and networking opportunities for agency personnel in work-related professional organizations/associations/societies.			
	<b>Performance Measure:</b>	3rd generation improved seed produced (pounds)			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	106			
	2014-15 Target Results:	625			
	2014-15 Actual Results (as of 6/30/15):	38			
	2015-16 Minimum Acceptable Results:	38			
	2015-16 Target Results:	625			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				



## Objective Details

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<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><b>Instructions:</b> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 5 - Prepare To Meet Future Demands</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 5.1 - Maintain a capable, well-trained and diverse work team.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 5.1.3 - Use the Exit Interview as a tool to improve work environment conditions, employee satisfaction and employee retention.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Protect and conserve forest lands of South Carolina	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	Stephanie Meetze	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	1				
Position:	Director of Administration				
Office Address:	5500 Broad River Road				
Department or Division:	Administration				
Department or Division Summary:	Provides administrative support, i.e. payroll, benefits, procurement, etc. to agency personnel.				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	Agency will provide next year				
<b>PERFORMANCE MEASURES</b>					
<p><b>Instructions:</b> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</p>					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 5.1.3 - Use the Exit Interview as a tool to improve work environment conditions, employee satisfaction and employee retention.			
	<b>Performance Measure:</b>	There is no performance measure associated with this objective.			
<b>POTENTIAL NEGATIVE IMPACT</b>					
<p><b>Instructions:</b> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"</p>					
Most Potential Negative Impact	Agency will not take the feed back and us it as a tool to help improve the agency				
Level Requires Outside Help	N/A				
Outside Help to Request	N/A				
Level Requires Inform General Assembly	N/A				
3 General Assembly Options	N/A				
<b>REVIEWS/AUDITS</b>					



## Objective Details

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<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 5 - Prepare To Meet Future Demands</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 5.2 - Review staffing levels and organizational structure to ensure agency is in a position to supply needed services.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 5.2.1 - Review staffing levels and organizational structure to ensure continued forestry services are delivered cost effectively and efficiently.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Protect and conserve forest lands of South Carolina	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Administration</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Tom Patton</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	<i>Deputy State Forester</i>				
Office Address:	<i>5500 Broad River Road</i>				
Department or Division:	<i>Operations</i>				
Department or Division Summary:	Protection; management; regional operations; facilities				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				
<b>PERFORMANCE MEASURES</b>					
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 5.2.1 - Review staffing levels and organizational structure to ensure continued forestry services are delivered cost effectively and efficiently.			
	<b>Performance Measure:</b>	Dozer Operators			
	<b>Type of Measure:</b>	Output			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	146			
	2014-15 Target Results:	150			
	2014-15 Actual Results (as of 6/30/15):	150			
	2015-16 Minimum Acceptable Results:	155			
	2015-16 Target Results:	155			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tom Patton, Deputy State Forester				

## Objective Details

Why was this performance measure chosen?	This measure indicates the preparedness and capability of the agency to provide prompt response to wildfires by ensuring an adequate number of firefighters are in place			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	Recruitment of new firefighters is ongoing, as allowed by funding			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tom Patton, Deputy State Forester			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The goal for firefighter staffing levels is set annually based on funding available.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes- recruitment and hiring has begun			
If the answer to the question above is "questionable" or "no," what changes are being made to try and				
	<b>Performance Measure:</b> Forestry Best Management Practices (BMP) Compliance			
	<b>Type of Measure:</b> Outcome			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	93%			
2014-15 Target Results:	>95%			
2014-15 Actual Results (as of 6/30/15):	97%			
2015-16 Minimum Acceptable Results:	90%			
2015-16 Target Results:	>95%			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	Clean Water Act legislation		
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?	Science has shown there to be a direct link between BMP compliance rate and water quality protection.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	Target was exceeded.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Compliance rates above 95% are considered excellent.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, the target is within reach, depending on environmental conditions.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A			
	<b>Performance Measure:</b> Test score improvement			
	<b>Type of Measure:</b> Outcome			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):				
2014-15 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test			
2014-15 Actual Results (as of 6/30/15):	29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions)			
2015-16 Minimum Acceptable Results:	25 percentage-point average gain in knowledge from pre- to post-test			
2015-16 Target Results:	30 percentage-point average gain in knowledge from pre- to post-test			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed		
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)			
Why was this performance measure chosen?	This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The longitudinal average of knowledge gain was used to set this target value.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	n/a			
	<b>Performance Measure:</b> # of participants in forestry education programs (Wood Magic, PLT activities and Teachers' Tour)			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	1,622			
2014-15 Target Results:	1,700			
2014-15 Actual Results (as of 6/30/15):	1,723			
2015-16 Minimum Acceptable Results:	1,800			
2015-16 Target Results:	2,000			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed		





## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 5 - Prepare To Meet Future Demands</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 5.2 - Review staffing levels and organizational structure to ensure agency is in a position to supply needed services.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 5.2.2 - Develop an agency workforce plan to ensure a continuous supply of highly trained, proficient workers.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Protect and conserve forest lands of South Carolina	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Administration</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Stephanie Meetze</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	1				
Position:	<i>Director of Administration</i>				
Office Address:	<i>5500 Broad River Road</i>				
Department or Division:	<i>Administration</i>				
Department or Division Summary:	Provides administrative support, i.e. payroll, benefits, procurement, etc. to agency personnel.				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				
<b>PERFORMANCE MEASURES</b>					
<p><i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</p>					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance+34:4834:50C3634:48</b>					
Objective Number and Description	Objective 5.2.2 - Develop an agency workforce plan to ensure a continuous supply of highly trained, proficient workers.				
<b>Performance Measure:</b>	Forest Inventory and Analysis (FIA) plot production				
<b>Type of Measure:</b>	Output				
<b>Results</b>					
2013-14 Actual Results (as of 6/30/14):	641 (100%)				
2014-15 Target Results:	670 (100%)				
2014-15 Actual Results (as of 6/30/15):	652 (97%)				
2015-16 Minimum Acceptable Results:	600 (90%)				
2015-16 Target Results:	670 (100%)				
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director				

## Objective Details

Why was this performance measure chosen?	Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was not reached because of personnel vacancies. We have filled the vacancies and will hopefully retain all current employees.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Agency is committed to a 5-year cycle in measuring FIA plots. This equates to 20% per year. Accurate, up-to-date FIA information is critical in support of industry expansion.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A			
	<b>Performance Measure:</b> Forest Inventory and Analysis (FIA) Accuracy Scores (percent)			
	<b>Type of Measure:</b> Efficiency			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 93.5%			
	2014-15 Target Results: >95%			
	2014-15 Actual Results (as of 6/30/15): 92.5%			
	2015-16 Minimum Acceptable Results: 87.0%			
	2015-16 Target Results: >95%			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Federal			
What are the names and titles of the individuals who chose this as a performance measure?	Tim Adams, Resource Development Division Director			
Why was this performance measure chosen?	Accurate, up-to-date forest resource information is critical to support our forest industry.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Program manager has researched the primary reasons for errors or inaccuracies in data collection and he has provided training on those areas.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Tim Adams, Resource Development Division Director			
What was considered when determining the level to set the target value in 2015-16 and why was the	95% is an aggressive, but attainable goal.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	It is within reach.			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A			
	<b>Performance Measure:</b> Test score improvement			
	<b>Type of Measure:</b> Outcome			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14):			
	2014-15 Target Results: 30 percentage-point average gain in knowledge from pre- to post-test			
	2014-15 Actual Results (as of 6/30/15): 29 percentage-point average gain in knowledge (from an average of 52% on pre-test questions to an average of 81% on post-test questions)			
	2015-16 Minimum Acceptable Results: 25 percentage-point average gain in knowledge from pre- to post-test			
	2015-16 Target Results: 30 percentage-point average gain in knowledge from pre- to post-test			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Jerry Shrum, Environmental Education Coordinator (retired)			
Why was this performance measure chosen?	This performance measure was chosen because it is an accurate reflection of the effectiveness of our educational programming, which has been aligned to state academic standards, for our student audience at the Wood Magic Forest Fair.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Stephanie Kolok, Environmental Education Coordinator			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The longitudinal average of knowledge gain was used to set this target value.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and	n/a			
	<b>Performance Measure:</b> # of participants in forestry education programs (Wood Magic, PLT activities and Teachers' Tour)			
	<b>Type of Measure:</b> Output			
<b>Results</b>				
	2013-14 Actual Results (as of 6/30/14): 1,622			
	2014-15 Target Results: 1,700			
	2014-15 Actual Results (as of 6/30/15): 1,723			
	2015-16 Minimum Acceptable Results: 1,800			
	2015-16 Target Results: 2,000			
<b>Details</b>				



## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>						
<b>Agency Responding</b>	South Carolina Forestry Commission					
<b>Date of Submission</b>	12-Jan-16					
<b>Fiscal Year for which information below pertains</b>	2015-16					
<p><i>Instructions:</i> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>						
<b>Strategic Plan Context</b>						
# and description of Goal the Objective is helping accomplish:	<b>Goal 5 - Prepare To Meet Future Demands</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart				
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart				
# and description of Strategy the Objective is under:	Strategy 5.3 - Provide employees with a safe and productive working environment.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart				
<b>Objective</b>						
Objective # and Description:	Objective 5.3.1 - Maintain the agency's physical fitness standards based on the specific job requirements.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart				
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart				
Public Benefit/Intended Outcome:	Protect and conserve forest lands of South Carolina	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart				
<b>Agency Programs Associated with Objective</b>						
Forest Protection & Development	<i>Administration</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by				
<b>Responsible Person</b>						
Name:	<i>Darryl Jones</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart				
Number of Months Responsible:	12					
Position:	<i>Forest Protection Chief</i>					
Office Address:	<i>5500 Broad River Road, Columbia, SC 29212</i>					
Department or Division:	<i>Forest Protection</i>					
Department or Division Summary:	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team					
<b>Amount Budgeted and Spent To Accomplish Objective</b>						
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart				
Total Actually Spent:	<i>Agency will provide next year</i>					
<b>PERFORMANCE MEASURES</b>						
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.						
Types of Performance Measures:						
<b>How the Agency is Measuring its Performance</b>						
	Objective Number and Description	Objective 5.3.1 - Maintain the agency's physical fitness standards based on the specific job requirements.				
	<b>Performance Measure:</b>	Staffing Level (FTEs)				
	<b>Type of Measure:</b>	Efficiency				
<b>Results</b>						
	2013-14 Actual Results (as of 6/30/14):	331.55				
	2014-15 Target Results:	331.55				
	2014-15 Actual Results (as of 6/30/15):	349.55				
	2015-16 Minimum Acceptable Results:	349.55				
	2015-16 Target Results:	357.55				
<b>Details</b>						
Does the state or federal government require the agency to track this? (provide any additional explanation)	No					
What are the names and titles of the individuals who chose this as a performance measure?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester					

# Objective Details

Why was this performance measure chosen?	This performance measure was chosen due to decreased staffing and funding since 2008, which requires rebuilding the agency's workforce to meet public service demands.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a			
What are the names and titles of the individuals who chose the target value for 2015-16?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The determination of the target value was based on personnel budget, continued public demand for forestry services, including fire prevention and suppression, and forest management.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a			
	<b>Performance Measure:</b> Work-related accidents/injuries			
	<b>Type of Measure:</b> Outcome			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	16			
2014-15 Target Results:	0			
2014-15 Actual Results (as of 6/30/15):	5			
2015-16 Minimum Acceptable Results:	0			
2015-16 Target Results:	0			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester			
Why was this performance measure chosen?	This performance measure was chosen because the agency places great emphasis on employee safety.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The causes of and circumstances surrounding the previous year's work-related accidents and injuries were reviewed to determine the appropriate corrective action(s) that could help ensure that additional incidents do/did not occur.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The safety of the agencies employees was considered when determining the target value.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The causes of and circumstances surrounding the previous year's work-related accidents and injuries were studied to develop the appropriate corrective action(s) to ensure additional incidents do/did not occur.			
	<b>Performance Measure:</b> Loss time incidents that resulted in day(s) away from work			
	<b>Type of Measure:</b> Outcome			
<b>Results</b>				
2013-14 Actual Results (as of 6/30/14):	16			
2014-15 Target Results:	0			
2014-15 Actual Results (as of 6/30/15):	Not available yet (since these incidents are reported on a calendar year basis, this information will not be available until the early part of 2016)			
2015-16 Minimum Acceptable Results:	0			
2015-16 Target Results:	0			
<b>Details</b>				
Does the state or federal government require the agency to track this? (provide any additional explanation)	Only Agency Selected			
What are the names and titles of the individuals who chose this as a performance measure?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester			
Why was this performance measure chosen?	This performance measure was chosen because the agency's physical fitness standards places an emphasis on personal safety and fitness.			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The causes of and circumstances surrounding the previous year's work-related accidents and injuries were reviewed to determine the appropriate corrective action(s) that could help ensure that additional incidents do/did not occur.			
What are the names and titles of the individuals who chose the target value for 2015-16?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The time away from work and performing duties to complete the agencies mission.			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The causes of and circumstances surrounding the previous year's work-related accidents and injuries were reviewed to determine the appropriate corrective action(s) that could help ensure that additional incidents do/did not occur.			
<b>POTENTIAL NEGATIVE IMPACT</b>				
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact."				
Most Potential Negative Impact	Employees will not be able to perform their duties to the best of their physical ability			



## Objective Details

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<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><b>Instructions:</b> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 5 - Prepare To Meet Future Demands</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 5.3 - Provide employees with a safe and productive working environment.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 5.3.2 - Conduct vehicle and equipment operation safety training to reduce the number of accidents.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Protect and conserve forest lands of South Carolina	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Administration</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Darryl Jones</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	<i>Forest Protection Chief</i>				
Office Address:	<i>5500 Broad River Road, Columbia, SC 29212</i>				
Department or Division:	<i>Forest Protection</i>				
Department or Division Summary:	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				
<b>PERFORMANCE MEASURES</b>					
<p><b>Instructions:</b> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</p>					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 5.3.2 - Conduct vehicle and equipment operation safety training to reduce the number of accidents.			
	<b>Performance Measure:</b>	Work-related accidents/injuries			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	16			
	2014-15 Target Results:	0			
	2014-15 Actual Results (as of 6/30/15):	5			
	2015-16 Minimum Acceptable Results:	0			
	2015-16 Target Results:	0			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester				



# Objective Details

Why was this performance measure chosen?	This performance measure was chosen because the agency places great emphasis on employee safety.						
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The causes of and circumstances surrounding the previous year's work related accidents and injuries were reviewed to determine the appropriate corrective action(s) that could help ensure that additional incidents do/did not occur.						
What are the names and titles of the individuals who chose the target value for 2015-16?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester						
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The safety of the agencies employees was considered when determining the target value.						
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	No						
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The causes of and circumstances surrounding the previous year's work related accidents and injuries were reviewed to determine the appropriate corrective action(s) that could help ensure that additional incidents do/did not occur.						
	<b>Performance Measure:</b>	Loss time incidents that resulted in day(s) away from work					
	<b>Type of Measure:</b>	Outcome					
<b>Results</b>							
	2013-14 Actual Results (as of 6/30/14):	5					
	2014-15 Target Results:	0					
	2014-15 Actual Results (as of 6/30/15):	Not available yet (since these incidents are reported on a calendar year basis, this information will not be available until the early part of 2016)					
	2015-16 Minimum Acceptable Results:	0					
	2015-16 Target Results:	0					
<b>Details</b>							
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected						
What are the names and titles of the individuals who chose this as a performance measure?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester						
Why was this performance measure chosen?	This performance measure was chosen because the agency's physical fitness standards places an emphasis on personal safety and fitness.						
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The causes of and circumstances surrounding the previous year's work related accidents and injuries were reviewed to determine the appropriate corrective action(s) that could help ensure that additional incidents do/did not occur.						
What are the names and titles of the individuals who chose the target value for 2015-16?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester						
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The time away from work and performing duties to complete the agencies mission.						
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes						
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The causes of and circumstances surrounding the previous year's work related accidents and injuries were reviewed to determine the appropriate corrective action(s) that could help ensure that additional incidents do/did not occur.						
<b>POTENTIAL NEGATIVE IMPACT</b>							
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"							
Most Potential Negative Impact	Employees could potentially not be able to physically perform necessary job duties.						
Level Requires Outside Help	n/a						
Outside Help to Request	n/a						
Level Requires Inform General Assembly	n/a						
3 General Assembly Options	n/a						
<b>REVIEWS/AUDITS</b>							
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to							
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)				
State Auditor Agreed-Upon Procedures	Request from State Auditor's Office	State Auditor's Office - External	04/02/2015 - 09/08/2015				
Fixed Asset Inventory	Internal Policy	Internal Audit - Internal	01/02/2015 - 06/30/2015				
<b>PARTNERS</b>							
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current							
<b>Current Partner Entity</b>	<b>Ways Agency Works with Current Partner</b>	<b>Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?</b>					
n/a	n/a	n/a					

## Objective Details

<p><b>This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.</b></p>					
<b>Agency Responding</b>	South Carolina Forestry Commission				
<b>Date of Submission</b>	12-Jan-16				
<b>Fiscal Year for which information below pertains</b>	2015-16				
<p><b>Instructions:</b> Below is a template to <b>complete for each Objective</b> listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.</p>					
<b>Strategic Plan Context</b>					
# and description of Goal the Objective is helping accomplish:	<b>Goal 5 - Prepare To Meet Future Demands</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart			
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart			
# and description of Strategy the Objective is under:	Strategy 5.3 - Provide employees with a safe and productive working environment.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
<b>Objective</b>					
Objective # and Description:	Objective 5.3.3 - Decrease the agency's workers' compensation injuries and accidents.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart			
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome:	Protect and conserve forest lands of South Carolina	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
<b>Agency Programs Associated with Objective</b>					
Forest Protection & Development	<i>Administration</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by			
<b>Responsible Person</b>					
Name:	<i>Darryl Jones</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Number of Months Responsible:	12				
Position:	<i>Forest Protection Chief</i>				
Office Address:	<i>5500 Broad River Road, Columbia, SC 29212</i>				
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Department or Division Summary:	Fire suppression; fire prevention; forest health; law enforcement; federal excess property; aviation; fleet management; safety and training; incident management team				
<b>Amount Budgeted and Spent To Accomplish Objective</b>					
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart			
Total Actually Spent:	<i>Agency will provide next year</i>				
<b>PERFORMANCE MEASURES</b>					
<p><b>Instructions:</b> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.</p>					
Types of Performance Measures:					
<b>How the Agency is Measuring its Performance</b>					
	Objective Number and Description	Objective 5.3.3 - Decrease the agency's workers' compensation injuries and accidents.			
	<b>Performance Measure:</b>	Work-related accidents/injuries			
	<b>Type of Measure:</b>	Outcome			
<b>Results</b>					
	2013-14 Actual Results (as of 6/30/14):	16			
	2014-15 Target Results:	0			
	2014-15 Actual Results (as of 6/30/15):	5			
	2015-16 Minimum Acceptable Results:	0			
	2015-16 Target Results:	0			
<b>Details</b>					
Does the state or federal government require the agency to track this? (provide any additional explanation)	No				
What are the names and titles of the individuals who chose this as a performance measure?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester				

# Objective Details

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What are the names and titles of the individuals who chose the target value for 2015-16?	Gene Kodama, State Forester; Tom Patton, Deputy State Forester					
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Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	No					
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The causes of and circumstances surrounding the previous year's work related accidents and injuries were studied to develop the appropriate corrective action(s) to ensure additional incidents do/did not occur.					
	<b>Performance Measure:</b>	Loss time incidents that resulted in day(s) away from work				
	<b>Type of Measure:</b>	Outcome				
<b>Results</b>						
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What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The time away from work and performing duties to complete the agency's mission.					
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes					
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	The causes of and circumstances surrounding the previous year's work related accidents and injuries were reviewed to determine the appropriate corrective action(s) that could help ensure that additional incidents do/did not occur.					
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<b>PARTNERS</b>						
<i>Instructions:</i> Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current						
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?				
n/a	n/a	n/a				