
**South Carolina Energy Office
Strategic Energy Action Plan
FY 2004-2005**

South Carolina Budget and Control Board

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State Energy Office Strategic Action Plan 2004-2005

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Executive Summary

To systematically address critical needs in the state, the South Carolina Energy Office (SCEO) has focused its 2004-2005 Strategic Plan on efforts to assist the public sector, including state agencies, school districts, colleges and universities, and local governments. Public sector assistance provides maximum benefit to our citizens, as improvements in operating efficiency allow more resources to be spent on programs to better our state. **The Strategic Plan concentrates on six areas: Energy Efficiency and Conservation in Facilities, Transportation Conservation and Diversification, Energy Information and Awareness, Renewable Energy and Utilities, Radioactive Waste Disposal Program and an Innovative and Supportive Work Environment.** Each of these program areas increases the productivity of the public sector while providing energy information and policy guidance for the public at large.

A major component of the **Energy Efficiency and Conservation in Facilities Program** is the Rebuild South Carolina project (established with a grant from the Department of Energy) to assist public organizations in energy management. Organizations need to establish baseline measures for energy use before we can assist them, and we will continue to provide assistance in tracking energy consumption data for public agencies and school districts. Organizations can become Rebuild South Carolina (RBSC) Partners, opening them up to full-service energy management coordination.

Contracted engineers provide audits of facilities that specify areas where physical and operational improvements can be made. SCEO staff work with the auditors, the organizations' energy managers, and necessary public officials to review the audits, make recommendations, and move to implementation. Experienced SCEO staff assist organizations in the development of a Request for Proposals and other procurement procedures as well as locating financing assistance. In addition, the SCEO revised its public sector loan program to expand financing options for energy projects for state agencies and schools. Finally, once projects are implemented, the SCEO provides continual training for energy managers in the state, both through the Association of South Carolina Energy Managers and workshops sponsored through Rebuild South Carolina.

The **Transportation Conservation and Diversification Program** combines two themes of transportation sustainability. The primary concern is that petroleum is a fossil fuel and will eventually run out. Either our current consumption patterns must change, or we must utilize alternative sources of fuel. One method to ensure sustainability is to reduce the amount of petroleum consumption through the reduction of vehicle miles traveled, such as through telecommuting strategies. The second theme of the transportation strategy is reducing petroleum consumption through increasing the consumption of alternative fuels such as ethanol or natural gas.

Energy Information and Awareness efforts make citizens aware of our services, the effects of high energy consumption, and techniques for conserving energy. We provide targeted programs for children in kindergarten through the twelfth grade. By educating children, we can have an effect on their behaviors in the future, as well as to provide enhancements to the State Department of Education curriculums. We also supply homeowners with information on reducing energy consumption so that they may become smarter and more efficient consumers of energy. Through a comprehensive website, we provide information on all of the programs the Energy Office administers. We also analyze and publicize energy consumption data at public agencies and school districts.

The **Renewable Energy and Utilities** program advocates the reduction of energy demand and the development of renewable resources for utilization by consumers. Reducing the demand for energy means that we will need fewer power plants to supply power, therefore reducing

regulatory and infrastructure costs in the future. We also work with the supply side of the equation, helping to establish policies that will promote the development of renewable resources like landfill gas energy, biomass energy, and solar energy.

The **Radioactive Waste Disposal Program** provides management of the Budget and Control Board's low-level radioactive waste disposal facility in Barnwell County. The disposal site is leased to Chem-Nuclear Systems, which operates the facility in accordance with terms specified in the lease agreement. The Budget and Control Board establishes and adjusts the rate schedules for disposal radioactive waste at the Barnwell facility. Disposal rates for waste generated within the Atlantic Compact region cannot exceed disposal rates available to waste generators outside the region. As authorized by the Atlantic Compact Commission, the Budget and Control Board may enter into agreements with persons outside the compact region to import waste for disposal at the Barnwell site. Approval of any non-regional waste is subject to the availability of disposal capacity, which is limited under state law.

The Energy Office's **Innovative and Supportive Work Environment** addresses the leadership, strategic planning, human resource capabilities, internal procedures, and customer satisfaction areas for the South Carolina Energy Office. These areas focus on creating a high performing organization.

Mission, Vision and Values

Our mission, vision and values directly reflect those of the Budget and Control Board.

Mission

The SCEO increases energy efficiency and diversity, enhances environmental quality and saves energy dollars for South Carolina.

Vision

We excel in saving money through conserving energy for South Carolina.

Values

Quality customer services and products: We consistently provide outstanding products and excellent customer services, as defined by our customers, and we strive for continuous improvement.

Innovation: We are receptive to and flexible with the changing environment and the evolving world of technology. We welcome challenges, embrace innovation, and encourage creativity.

Leadership: We strive to lead government through strategic and visionary approaches that are proactive, fair, and ethical.

Professionalism: We perform our work with honesty, integrity, and loyalty. We are committed to performance that is credible, thorough, competent, and worthy of customer confidence.

Employee well-being: We respect the individual contributions of each employee and endeavor to empower them with the needed resources for teamwork, shared pride, and continuous learning.

Budget and Control Board

South Carolina Energy Office: Program Area - Facilities

Program Goal 1: Maximize energy savings in facilities.

Strategy A: Collect and compile energy consumption data from 85 school districts, 40 state agencies, 13 universities/colleges with housing, and 20 technical colleges.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Compose letters and forms to be sent to all public entities requesting their assistance in providing the Energy Office with their fiscal year energy consumption data by the stated deadline.	July 1, 2004	July 30, 2004	Frank Boyd
2	Provide technical assistance and conduct follow-up with state agencies and school districts to maximize reporting.	Ongoing	Ongoing	Julia Parris/Frank Boyd
3	Receive, compile and analyze energy consumption data from reporting entities. Contact entities which do not submit their energy use by deadline. Write letter for SEO Director's signature to send to entities which have not submitted data one month past deadline.	August 2, 2004	January 3, 2005	Julia Parris/Frank Boyd
4	Request any new ideas/features from management and write report. Report reviewed by management.	January 3, 2005	February 1, 2005	Frank Boyd
5	Publish <i>Energy Use in South Carolina's Public Facilities</i> .	February 1, 2005	February 28, 2005	Frank Boyd
6	Create and send customized energy reports to agency heads and energy coordinators of all entities with copies of <i>Energy Use in South Carolina's Public Facilities</i> .	March 1, 2005	March 31, 2005	Frank Boyd
7	Publicize results.	Ongoing	Ongoing	Frank Boyd
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of entities reporting building-by-building energy data	Quarterly	database	Frank Boyd
2	Number of entities reporting consumption data	Annual	database	Frank Boyd

Budget and Control Board

South Carolina Energy Office: Program Area - Facilities

Program Goal 1: Maximize energy savings in facilities.

Strategy B: Recruit eight new Rebuild South Carolina Partners and assist eight Rebuild South Carolina Partners in implementing energy efficiency projects.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Contract with auditors.	July 1, 2004	Ongoing	Tom Hudkins
2	Identify and recruit organization for Rebuild SC partnership.	Ongoing	Ongoing	Rick Baldauf/Tom Hudkins
3	Recommend energy audit SCEO or external.	Ongoing	Ongoing	Tom Hudkins
4	Receive and review audits.	Ongoing	Ongoing	Rick Baldauf
5	Review audit recommendations with organization partner.	Ongoing	Ongoing	Rick Baldauf/Tom Hudkins
6	Identify financing options. Promote to partners decision makers.	Ongoing	Ongoing	Rick Baldauf/Tom Hudkins/Michael Hughes
7	Technical evaluations and assistance during procurement and implementation phases.	Ongoing	Ongoing	Rick Baldauf/Tom Hudkins
8	Develop and implement technical assistance plan to include O&M handbook and model energy conservation plan.	Ongoing	Ongoing	Rick Baldauf
9	Distribute O&M handbook & model energy conservation plan.	Ongoing	Ongoing	Rick Baldauf
10	Coordinate technical assistance workshops.	Ongoing	Ongoing	Tom Hudkins
11	Report and publicize results.	Ongoing	Ongoing	Tom Hudkins/Rick Baldauf
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of Rebuild South Carolina partners recruited	Quarterly	Database	Rick Baldauf
2	Number of Rebuild South Carolina partners implementing energy efficiency projects	Quarterly	Database	Rick Baldauf

Budget and Control Board

South Carolina Energy Office: Program Area - Facilities

Program Goal 1: Maximize energy savings in facilities.

Strategy C: Implement energy efficient retrofits in six low-income public schools.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Monitor implementation of energy retrofits.	Ongoing	Ongoing	Tom Hudkins
2	Receive information on actual energy costs and consumption 1 year following implementation.	Ongoing	Ongoing	Tom Hudkins
3	Analyze energy consumption.	Ongoing	Ongoing	Tom Hudkins
4	Report and publicize results.	Ongoing	Ongoing	Tom Hudkins
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of low-income schools implementing energy retrofits	Annually	School records	Tom Hudkins
2	Dollar amount of energy savings from low-income school projects	Annually	School records	Tom Hudkins

Budget and Control Board

South Carolina Energy Office: Program Area - Facilities

Program Goal 1: Maximize energy savings in facilities.

Strategy D: Award incentives to six public higher education institutions to implement energy efficient projects under the RHEEEP program.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Update mailing list, and mail out letter for facility managers and finance officers of public colleges and universities with details for the Rewards for Higher Education Energy Efficiency Projects program (RHEEEP). Post information on web site.	August 1, 2004	August 8, 2004	Rick Baldauf
2	Receive cost savings reports. SCEO staff reviews and certifies appropriate projects.	October 15, 2004	October 31, 2004	Rick Baldauf
3	RHEEEP awards determined.	November 30, 2004	November 30, 2004	Rick Baldauf
4	Notify institutions of award; contract paperwork distributed.	December 10, 2004	December 15, 2004	Rick Baldauf
5	Approve projects, input and record energy savings.	Ongoing	Ongoing	Rick Baldauf
6	Report and publicize results.	Ongoing	Ongoing	Rick Baldauf
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of institutions that receive RHEEEP awards	Annually	Database	Rick Baldauf
2	Number of RHEEEP awards utilized	Annually	Database	Rick Baldauf
3	Dollar amount of cost savings to institutions from RHEEEP projects	Annually	Database	Rick Baldauf

Budget and Control Board

South Carolina Energy Office: Program Area - Facilities

Program Goal 1: Maximize energy savings in public facilities.

Strategy E: Provide financing through the ConserFund Loan Program to state agencies, school districts, local governments, and not-for-profits to implement energy efficiency projects.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Make commitments to eight eligible entities.	Ongoing	Ongoing	Michael Hughes
2	Market loan program to eligible organizations.	Ongoing	Ongoing	Michael Hughes
3	Complete and analyze application packages for staff review committee	Ongoing	Ongoing	Michael Hughes
4	Prepare necessary documents for the loan approval.	Ongoing	Ongoing	Michael Hughes
5	Complete approval/denial/consideration at next review date to borrower within 5 business days of the decision of the Loan Approval Committee.	Ongoing	Ongoing	Michael Hughes
6	Report and publicize results.	Ongoing	Ongoing	Michael Hughes
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number increase in ConserFund loan commitments	Quarterly	Database	Michael Hughes
2	Percent increase in ConserFund loan commitments	Quarterly	Database	Michael Hughes
3	Dollar amount increase in projected ConserFund project savings	Annually	Spreadsheet	Michael Hughes
4	Percent increase in projected ConserFund project savings	Annually	Spreadsheet	Michael Hughes

Budget and Control Board

South Carolina Energy Office: Program Area - Facilities

Program Goal 1: Maximize energy savings in facilities.

Strategy F: Educate 400 energy-related professionals on techniques to reduce energy consumption.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Write RFP's and award contracts for workshops.	October 1, 2004	November 1, 2004	Tom Hudkins
2	Administer first workshop – Boiler.	December 3, 2004	December 3, 2004	Tom Hudkins
3	Administer second workshop – Boiler.	January 26, 2005	January 26, 2005	Tom Hudkins
4	Administer third workshop – Engineering Fundamentals.	March 2005	March 2005	Tom Hudkins
5	Administer fourth and fifth (2 HVAC) workshop.	May 2005	May 2005	Tom Hudkins
6	Administer other energy efficiency workshops.	July 1, 2004	June 30, 2005	Tom Hudkins
7	Conduct survey of workshop participants to determine energy savings.	Ongoing	Ongoing	Sonny DuBose
8	Coordinate operation of Association of South Carolina Energy Managers; define membership; increase membership.	Ongoing	Ongoing	Julia Parris
9	Administer CEM training in conjunction with ASCEM.	July 1, 2004	June 30, 2005	Julia Parris/ Tom Hudkins
10	Coordinate energy seminars and conference arrangements for two ASCEM meetings a year.	July 1, 2004	June 30, 2005	Julia Parris
11	Conduct and analyze results from ASCEM conference and customer satisfaction survey.	July 1, 2004	June 30, 2005	Julia Parris

Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of firms implementing energy saving solutions from workshops	Quarterly	Survey	Sonny Dubose
2	Percent of firms implementing energy saving solutions from workshops	Quarterly	Survey	Sonny Dubose
3	Dollar amount saved based on energy savings	Quarterly	Survey	Sonny Dubose
4	Number in ASCEM membership	Quarterly	Membership	Julia Parris
5	Number of attendees at ASCEM meetings/conferences	Quarterly	Registration	Julia Parris

Budget and Control Board

South Carolina Energy Office: Program Area - Facilities

Program Goal 1: Maximize energy savings in facilities.

Strategy G: Conduct 6 Level II energy audits for commercial & industrial customers and 8 Level III audits for public sector entities.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Write RFP and contracts.	August 1, 2004	September 1, 2004	Tom Hudkins
2	Conduct energy audits.	Ongoing	Ongoing	Tom Hudkins
3	Receive and review audits.	Ongoing	Ongoing	Tom Hudkins
4	Present audits to organization with recommendations for projects.	Ongoing	Ongoing	Tom Hudkins
5	Contact Level II Audit Recipients to determine if measures have been implemented.	6 months following presentation of audit	Ongoing	Sonny DuBose

Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Dollar amount saved from implementation of audit recommendations	Quarterly	Survey	Sonny Dubose
2	Number of ECM's implemented by firms based on audit recommendations	Quarterly	Survey	Sonny Dubose
3	Percent of ECM's implemented by firms based on audit recommendations	Quarterly	Survey	Sonny Dubose

Budget and Control Board

South Carolina Energy Office: Program Area - Facilities

Program Goal 1: Maximize energy savings in facilities.

Strategy H: Through the SC S.A.V.E. \$ (Schools and Agencies Verify Energy Dollars) program, assist energy accounting users in monitoring and analyzing energy consumption data.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Provide technical assistance and conduct follow-up with state agencies and school districts to maximize use of web-based and other Energy Accounting Systems via telephone, email and on-site. Requests responded to by next workday.	Ongoing	Ongoing	Julia Parris
2	Develop and implement training and marketing plan to state agencies and school districts for SC SAVE\$.	Ongoing	Ongoing	Julia Parris
3	Coordinate enrollment in SC SAVE\$ with the contractor (School Dude).	Ongoing	Ongoing	Julia Parris
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of organization participants in SC SAVE\$	Quarterly	Database	Julia Parris
2	Number of responses to energy accounting technical assistance requests	Quarterly	T/A Log	Julia Parris

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South Carolina Energy Office: Program Area - Facilities

Program Goal 1: Maximize energy savings in facilities.

Strategy I: Facilitate residential and commercial energy efficiency practices to include promotion of LEED Green Building. Promote residential energy efficiency through Home Shows around the state.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Assist in building alliances with the public and private sectors.	Ongoing	Ongoing	Sonny DuBose
2	Assist with development and implementation of USGBC LEED certification workshop.	July 1, 2004	June 30, 2005	Sonny DuBose
3	Work with Evergreen Alliance to promote LEED activities <ul style="list-style-type: none"> • Assist in development of SC chapter of USGBC • Work to promote LEED at Home Shows • Develop & promote SC supplier list for sustainable products 	July 1, 2004	June 30, 2005	Sonny DuBose
4	Implement Earth Craft residential energy efficiency programs with homebuilders.	July 1, 2004	June 30, 2005	Sonny DuBose
5	Maintain web-based lists of LEED-certified designers and LEED-certified buildings in SC.	Ongoing	Ongoing	Sonny DuBose
6	Contract & conduct three Home Shows. <ul style="list-style-type: none"> • Secure booth space and electrical power. • Purchase promotional items and door prizes. • Contractor offers seminar to at least one Home Show. • Staff monitors all seminars and at least one Home Show. Contractor receives and analyzes evaluations from Home Show attendees. • Prizes are mailed to winners whose names were drawn during the course of the three shows. Three prizes are awarded daily at each show. 	November 1, 2004	April 30, 2005	Renee Daggerhart

Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of architects who are certified as LEED Green Builders	Quarterly	LEED records	Sonny DuBose
2	Number of buildings that apply for certification as green buildings	Quarterly	LEED records	Sonny DuBose
3	Evaluation results from Home Shows.	Annual	Surveys	Renee Daggerhart

Budget and Control Board

South Carolina Energy Office: Program Area - Facilities

Program Goal 1: Maximize energy savings in facilities.

Strategy J: Monitor and administer grants to improve energy savings for facilities in South Carolina.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	In cooperation with the Clemson University School of Architecture, evaluate the effectiveness of the ASHRAE 90.1 1989 Standard/Code in reducing the energy consumption in commercial and institutional buildings in South Carolina by conducting surveys and interviews with building professionals. Identify barriers that affect the implementation of the code within the building design community and recommend improvements. Prepare curriculum for workshops. Report and publicize results.	Ongoing	September 30, 2004	Jean-Paul Gouffray
2	In cooperation with the SC Manufacturing Extension Partnership, establish an Industries of the Future (IOF) program for SC. Administer grants to ensure that partnerships are established, marketing is completed and assessments of industries are conducted. Report and publicize results.	July 1, 2004	June 30, 2005	Tom Hudkins
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Grants are completed on time.	Annual	Grant file	Jean-Paul Gouffray/ Tom Hudkins
2	Project results are publicized.	Ongoing	Grant file	Jean-Paul Gouffray/ Tom Hudkins

Budget and Control Board				
South Carolina Energy Office: Program Area - Facilities				
Program Goal 1: Maximize energy savings in facilities.				
Strategy K: Promote Performance Contracting.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Review options for what State Government should do.	July 1, 2004	August 1, 2004	Michael Hughes
2	Determine role of SC Energy Office.	July 1, 2004	August 1, 2004	Michael Hughes
3	Determine action plan to roll out performance contracting.	August 1, 2004	September 30, 2004	Michael Hughes
4	Implement action plan.	October 1, 2004	April 30, 2005	Michael Hughes
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of times performance contract is utilized.	Quarterly		Michael Hughes

Budget and Control Board

South Carolina Energy Office: Program Area - Facilities

Program Goal 1: Maximize energy savings in facilities.

Strategy L: Promote energy efficient mortgages to homebuyers.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Consult with Fannie Mae, York Technical College, NC State Energy Office, and State Housing Authority on energy efficient mortgage program.	July 1, 2004	July 31, 2004	Michael Hughes
2	Develop program with partners and create action plan	August 1, 2004	September 30, 2004	Michael Hughes
3	Implement action plan.	October 1, 2004	June 30, 2005	Michael Hughes
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of energy efficient mortgages workshops	Quarterly		Michael Hughes

Budget and Control Board				
South Carolina Energy Office: Program Area - Facilities				
Program Goal 1: Maximize energy savings in facilities.				
Strategy M: Provide energy efficient heating and cooling equipment to qualifying manufactured home owners.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Investigate NC Pilot program on energy efficient heat pumps in manufactured homes.	July 1, 2004	August 1, 2004	Janet Lockhart
2	Consult with Manufactured Housing Institute and Utilities.	July 1, 2004	August 1, 2004	Janet Lockhart
3	Determine action plan.	August 1, 2004	September 30, 2004	Janet Lockhart
4	Implement action plan & pilot program.	October 1, 2004	June 30, 2005	JP Gouffray
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
TBD				

Budget and Control Board				
South Carolina Energy Office: Program Area - Facilities				
Program Goal 1: Maximize energy savings in facilities.				
Strategy N: Implement Utility Savings Initiative for state agencies.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Review options for Utility Savings Initiative utilizing bill analysis and rate review.	July 1, 2004	December 31, 2004	Mitch Perkins
2	Develop program	July 1, 2004	December 31, 2004	Mitch Perkins
3	Implement program	January 1, 2005	June 30, 2005	Mitch Perkins
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	RFP issued for utility bill analysis	Annually		Mitch Perkins
2	Dollar amount of savings from utility bill analysis program	Quarterly		Mitch Perkins

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South Carolina Energy Office: Program Area - Transportation				
Program Goal 2: Promote transportation conservation and diversification.				
Strategy A: Promote fuel conservation in state government				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Work with DHEC to expand the "Take a Break from the Exhaust" throughout state agencies.	July 1, 2004	November 1, 2004	Chantal Fryer
2	Explore possibility of expanding program to the entire DHEC workforce and one other agency.	December 1, 2003	June 30, 2004	Chantal Fryer
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of miles eliminated through TABFTE program	Quarterly	DHEC	Chantal Fryer
2	Amount of emissions avoided through TABFTE program	Quarterly	DHEC	Chantal Fryer

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South Carolina Energy Office: Program Area - Transportation

Program Goal 2: Promote transportation conservation and diversification.

Strategy B: Coordinate alternative fuels activities in the Columbia, Aiken and Rock Hill (PSCFC) areas, thereby reducing the use of gasoline in targeted areas and increasing alternative fuel use, and expand network to include other areas of the state.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Issue contract to coordinator to facilitate development of an AFV market throughout the state. Activities include the following: <ul style="list-style-type: none"> • Bi-monthly publication of Clean Cities newsletter • Advancing the Choice Event • Travel to regional meetings and national conference • Stakeholder recruitment, Public Awareness campaign, Extension of program to other areas in the state • Work to recruit private industry participation 	July 1, 2004	June 30, 2005	Chantal Fryer
2	Meet goals of PSCFC program plan as submitted to DOE and SCEO.	Ongoing	Ongoing	Chantal Fryer
3	Attend four major stakeholder meetings and all working group meetings.	Ongoing	Ongoing	Chantal Fryer
4	Work with local groups on developing incentives for alternative fuels	Ongoing	Ongoing	Chantal Fryer
5	Participate in SE Alternative Fuels workgroup	Ongoing	Ongoing	Chantal Fryer
6	Distribute briefing package on SC alternative fuel activities as needed, to be shared with policymakers upon request.	July 1, 2004	June 30, 2005	Chantal Fryer
7	Work with Clean Cities coordinator to market availability of funding for public ethanol stations	July 1, 2004	June 30, 2005	Chantal Fryer
8	Contract with three entities to provide alternative fuel to government fleet vehicle, either through the public ethanol funding program, Special Projects funds, or other sources	July 1, 2004	June 30, 2005	Chantal Fryer
9	Implement marketing plan to increase the use of alternative fuel in state government fleets.	July 1, 2004	June 30, 2005	Chantal Fryer
10	Encourage transit providers to use biodiesel in their buses. Work with at least one transit operator willing to invest in this fuel.	July 1, 2004	June 30, 2005	Chantal Fryer
11	Manage and administer grant funds awarded by DOE Special Projects for the Clean Cities category. Report and publicize results.	July 1, 2004	June 30, 2005	Chantal Fryer
12	Report and publicize results.	Ongoing	Ongoing	Chantal Fryer
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Amount of alternative fuel use in PSCFC areas	Quarterly	Clean Cities	Chantal Fryer
2	Number of committed PSCFC stakeholders	Quarterly	Clean Cities	Chantal Fryer
3	Amount of alternative fuel use by state government fleets	Quarterly	Fuel Mgmt. System	Chantal Fryer

Budget and Control Board				
South Carolina Energy Office: Program Area - Transportation				
Program Goal 2: Promote transportation conservation and diversification.				
Strategy C: Promote fuel conservation through Advanced Travel Center Electrification (truck stop electrification)				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Establish contract with IdleAire.	July 1, 2004	June 30, 2005	Kate Billing
2	Manage project milestones.	July 1, 2004	June 30, 2005	Kate Billing
3	Work with DHEC on installation of truck stop electrification site along I-95	July 1, 2004	June 30, 2005	Kate Billing
4	Report and publicize results.	Ongoing	Ongoing	Kate Billing
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Data reported on time.	Quarterly	Reports	Kate Billing
2	Amount of fuel conserved, emissions reduced, and use of ATE facilities.	Quarterly	Reports	Kate Billing

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South Carolina Energy Office: Program Area – Public Information				
Program Goal 3: Provide energy awareness, information and education services.				
Strategy A: Implement Energy 2 Learn curriculum in 400 K-12 classrooms statewide.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Train teachers to use the Action curriculum and distribute information about E2IQ	July 1, 2004	June 30, 2005	Renee Daggerhart
2	Select SC Energy Educator of the Year	February 2005	April 2005	Renee Daggerhart
3	Plan and implement Energy 2 Learn Teachers conference	Ongoing	June 2005	Renee Daggerhart
4	Train teachers on E2 IQ Kit containing energy-related lessons and activities at E2L.	Ongoing	Ongoing	Renee Daggerhart
5	Assist in promoting energy video targeted to 6 th grade	Ongoing	Ongoing	Renee Daggerhart
6	Participate w/ Junior Academy of science to award 9 th & 10 th grade Science Fair Awards	July 1, 2004	June 30, 2005	Renee Daggerhart
7	Set up an Energy Patrol in Elementary Schools.	July 1, 2004	June 30, 2005	Renee Daggerhart
8	Report and publicize results.	Ongoing	Ongoing	Renee Daggerhart
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of teachers who increased their energy awareness at the Energy 2 Learn Conference	Annual	Survey	Renee Daggerhart
2	Number of K-12 classrooms/teachers who utilize Energy 2 Learn curriculum	Annual	Report	Renee Daggerhart
3	Average pre- and post-test scores on energy knowledge of students receiving instruction on the Energy 2 Learn curriculum	Annual	Test	Renee Daggerhart
4	Number of teachers trained on E2IQ	Quarterly	Report	Renee Daggerhart
5	Number of students receiving E2IQ presentations	Quarterly	Report	Renee Daggerhart
6	Number of students who view <i>Energy Tonight</i> video	Quarterly	Report	Renee Daggerhart
7	Number of elementary schools that set up Energy Patrol	Quarterly	Report	Renee Daggerhart

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South Carolina Energy Office: Program Area – Public Information

Program Goal 3: Provide energy awareness, information and education services.

Strategy B: Judge projects at the University of South Carolina (USC) Central South Carolina Region 2 Science and Engineering Fair; and the Junior Academy of Science.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Design certificates and purchase trophies for awards. Pick up trophies and deliver to USC.	February 2005	February 2005	Renee Daggerhart
2	Judge and award science fair awards.	March 2005	March 2005	Kate Billing
3	Purchase U.S. EE Series Savings Bonds for winners in differing amounts.	April 2005	April 2005	Renee Daggerhart
4	Distribute savings bonds to winners.	April 2005	April 2005	Renee Daggerhart
5	Publicize results.	Ongoing	Ongoing	Renee Daggerhart
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Savings bonds distributed no later than April 30, 2005	Annual	Letter	Renee Daggerhart

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South Carolina Energy Office: Program Area – Public Information

Program Goal 3: Provide energy awareness, information and education services.

Strategy C: Promote energy awareness and conservation to citizens of South Carolina.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Develop & implement utility bill inserts for winter and summer seasons.	October 30, 2004	May 30, 2005	Renee Daggerhart
2	Contact utilities and cooperatives to determine interest in receiving utility bill inserts.	July 1, 2004	March 31, 2005	Renee Daggerhart
3	Promote energy awareness and conservation in schools.	Ongoing	Ongoing	Renee Daggerhart
4	Promote energy conservation through participation in community activities.	Ongoing	Ongoing	Renee Daggerhart
5	Promotion of existing E2 public service announcements.	Ongoing	Ongoing	Renee Daggerhart
6	Plan activities for Energy Awareness Month to include energy efficient Christmas lights.	July 1, 2004	August 1, 2004	Renee Daggerhart
7	Implement EAM activities	August 1, 2004	October 31, 2004	Renee Daggerhart

Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of households receiving utility bill inserts	Quarterly	Utilities	Renee Daggerhart
2	Number of community activities	Quarterly	Spreadsheet	Renee Daggerhart
3	Number of individuals contacted through community activities	Quarterly	Spreadsheet	Renee Daggerhart
4	Number of school activities	Quarterly	Spreadsheet	Renee Daggerhart
5	Number of individuals contacted through school activities	Quarterly	Spreadsheet	Renee Daggerhart

Budget and Control Board

South Carolina Energy Office: Program Area – Public Information

Program Goal 3: Provide energy awareness, information and education services.

Strategy D: Maintain up-to-date SCEO website with current information that meets the needs of our customers.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Update website as needed to maintain currency.	Ongoing	Ongoing	Stephanie Childress
2	Review web each Monday to keep information timely and complete.	Ongoing	Ongoing	Stephanie Childress
3	Maintain and update database for website, publications, presentations and customer feedback.	July 1, 2004	June 30, 2005	Renee Daggerhart
4	Review & standardize surveys.	July 1, 2004	June 30, 2005	Stephanie Childress
5	Determine customer satisfaction for selected stakeholder segments	July 1, 2004	June 30, 2005	Stephanie Childress

Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of web hits	Quarterly	CIO Reports	Stephanie Childress
2	Customer satisfaction feedback for speed of reply, courtesy of reply, quality of information, ease of use (for website), and increase awareness of energy issues	Quarterly	Surveys	Renee Daggerhart

Budget and Control Board

South Carolina Energy Office: Program Area – Public Information

Program Goal 3: Provide energy awareness, information and education services.

Strategy E: Publish Energy Connection newsletter twice annually.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Determine and assign articles for Winter 2004 edition. Produce, print, and distribute.	October 1, 2004	November 30, 2004	Renee Daggerhart
2	Determine and assign articles for Summer 2005 edition. Produce, print, and distribute.	April 1, 2005	May 30, 2005	Renee Daggerhart
3	Develop & conduct newsletter survey	July 1, 2004	June 30, 2005	Renee Daggerhart
4	Update & maintain central office database with newsletter contacts to include e-mail addresses.	July 1, 2004	June 30, 2005	Renee Daggerhart
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Newsletter is published no later than November 30, 2004 and May 30, 2005	Semi-annually	Newsletter	Renee Daggerhart
2	Customer satisfaction feedback on newsletter	Annually	Survey	Renee Daggerhart
3	Number receiving e-mail version of newsletter	Annually	Data base	Renee Daggerhart

Budget and Control Board

South Carolina Energy Office: Program Area – Public Information

Program Goal 3: Provide energy awareness, information and education services.

Strategy F: Promote purchase of energy efficient manufactured homes and provide energy conservation information to homeowners.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Print and distribute Energy Efficient Labels to manufacturers of mobile homes that are sold to dealers in SC.	Ongoing	Ongoing	Julia Parris
2	Evaluate need for public awareness program for mobile homebuyers.	July 1, 2004	December 31, 2004	JP Gouffray
3	Based on needs analysis, recommend public awareness campaign for energy efficient manufactured homes.	July 1, 2003	December 31, 2003	JP Gouffray
4	Develop and administer contract for residential energy guide publication to include manufactured housing.	July 1, 2004	June 30, 2005	Renee Daggerhart
5	In conjunction with the Manufactured Housing Institute, develop marketing plan to sell energy efficient features in low to moderate priced homes, along with a guide for retailers and brochures for participating dealers to distribute to customers.	July 1, 2004	June 30, 2005	Janet Lockhart
6	Report and publicize savings from energy efficient manufactured homes.	Ongoing	Ongoing	Julia Parris
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Dollar amount saved from the label program	Quarterly	Database	JP Gouffray
2	Number of homes labeled from disposition reports	Quarterly	Program	Julia Parris
3	Number of labels distributed to manufacturers	Quarterly	Program	Julia Parris

Budget and Control Board

South Carolina Energy Office: Program Area – Public Information

Program Goal 3: Provide energy awareness, information and education services.

Strategy G: Coordinate two meetings of the SCEO Energy Advisory Committee (EAC). Schedule and staff Nuclear Advisory Council meetings.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Meet with Chairman to develop (2) semi-annual meetings to be held tentatively in Fall 2004 and Spring 2005.	July 1, 2004	June 30, 2005	D’Juana Wilson
2	Meet with SCEO staff and chairman to schedule meetings, discuss agenda and presentation materials.	July 1, 2004	June 30, 2005	D’Juana Wilson
3	Coordinate logistical support for EAC meetings. •room reservation •preparation of meeting materials	July 1, 2004	June 30, 2005	D’Juana Wilson
4	Distribute meeting materials to committee members.	July 1, 2004	June 30,2005	D’Juana Wilson
5	Attend meeting to include recording & transcription of meeting minutes	Ongoing	Ongoing	D’Juana Wilson
6	Distribute evaluation to committee members	Ongoing	Ongoing	D’Juana Wilson
7	Update EAC members as needed with current information on SCEO activities	July 1, 2004	June 30, 2005	D’Juana Wilson
8	Schedule & staff NAC meetings.	Ongoing	Ongoing	D’Juana Wilson

Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Meeting # 1 held as scheduled	Per meeting	N/a	D’Juana Wilson
2	Meeting # 2 held as scheduled	Per meeting	N/a	D’Juana Wilson
3	Evaluation results from meetings	Semi-Annually	Survey Cards	D’Juana Wilson

Budget and Control Board

South Carolina Energy Office: Program Area – Public Information

Program Goal 3: Provide energy awareness, information and education services.

Strategy H: Monitor and report on state energy-related legislation.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Complete legislative report for 2003-2004 session.	Ongoing	July 15, 2004	Sonny DuBose
2	Read prefiled bills to determine energy relevance.	November 1, 2004	December 31, 2004	Sonny DuBose
3	Read daily bill introduction sheets.	January 15, 2005	June 15, 2005	Sonny DuBose
4	Develop draft report summarizing energy-related legislation.	Ongoing	February 1, 2005	Sonny DuBose
5	Update weekly legislative report to reflect additions and changes.	January 15, 2005	June 15, 2005	Sonny DuBose
6	Publish final energy-related legislation report.	June 15, 2005	July 15, 2005	Sonny DuBose
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Energy legislation report completed no later than 07/15 of each year.	Annually	Report	Sonny DuBose

Budget and Control Board				
South Carolina Energy Office: Program Area – Public Information				
Program Goal 3: Provide energy awareness, information and education services.				
Strategy I: Manage activities of the SCEO in response to energy emergencies in South Carolina.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Schedule and oversee staffing of State Emergency Operations Center during times of activation by the Emergency Management Division (EMD).	Ongoing	Ongoing	Kate Billing
2	Ensure that the Office’s State Emergency Response Team members are adequately trained.	Ongoing	Ongoing	Kate Billing
3	Participate in training events organized and lead by the Emergency Management Division.	Ongoing	Ongoing	Kate Billing
4	Represent the Energy Office and ESF-12 at EMD exercise planning meetings.	Ongoing	Ongoing	Kate Billing
5	Work with the Public Service Commission on the annual updates to the ESF-12 Standard Operating Procedure and Annexes to the State Emergency Operations Plan, the Hurricane Plan, and the Earthquake Plan.	Ongoing	Ongoing	Kate Billing
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of training hours completed.	Annual	Plan	Kate Billing
2	Number of successful staffings of ESF-12 at the State Emergency Operations Center.	Annual	Plan	Kate Billing

Budget and Control Board				
South Carolina Energy Office: Program Area – Public Information				
Program Goal 3: Provide energy awareness, information and education services.				
Strategy J: Compile energy data for publication in <i>South Carolina Energy Use Profile</i>.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Regular updating and maintenance of database with latest available energy statistics.	Ongoing	Ongoing	Frank Boyd
2	Regular posting on SCEO web site of latest available energy statistics.	Ongoing	Ongoing	Frank Boyd
3	Coordinate with staff members for specific data on areas of expertise (i.e., Renewables, Transportation, DSM).	Ongoing	Ongoing	Frank Boyd
4	Create and post online the <i>South Carolina Energy Use Profile</i> .	May 2, 2005	May 31, 2005	Frank Boyd
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	<i>South Carolina Energy Use Profile</i> published no later than May 2, 2005.	Annual	Report	Frank Boyd
2	Website updated with latest version of the <i>South Carolina Energy Use Profile</i> .	Quarterly	Web	Frank Boyd

Budget and Control Board				
South Carolina Energy Office: Program Area – Public Information				
Program Goal 3: Provide energy awareness, information and education services.				
Strategy K: Develop an energy forecast for South Carolina, with consideration to economic growth, environmental impacts, and resource availability.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Monitor contract with vendor.	July 1, 2004	April 30, 2005	Stephanie Childress
2	Receive software & data, review, and comment.	July 2004	December 2004	Stephanie Childress
3	Receive final software system.	December 2004	December 2004	Stephanie Childress
4	Compile energy forecast reports & distribute to Public Service Commission, Energy Advisory Committee and other customers.	March 2005	June 2005	Stephanie Childress
5	Report and publicize findings.	Ongoing	Ongoing	Stephanie Childress
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Final report is completed no later than June 30, 2005	Annual	Report	Stephanie Childress

Budget and Control Board				
South Carolina Energy Office: Program Area – Public Information				
Program Goal 3: Provide energy awareness, information and education services.				
Strategy L: In cooperation with SC Farm Bureau Ag In The Classroom, create biomass lesson plans for middle and high school students.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Produce middle and high school level lesson plan booklets integrating academic subject areas such as math, science and social studies with information and activities about biomass products. Lesson plans will provide hands-on, cooperative learning activities with accurate and detailed information for both teachers and students.	October 31, 2003	December 31, 2004	Jean-Paul Gouffray
2	Report and publicize results	Ongoing	Ongoing	Jean-Paul Gouffray
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Grant completed on time.	Annual	Report	Jean-Paul Gouffray

Budget and Control Board

South Carolina Energy Office – Renewables and Utilities

Program Goal 4: Advance the use of renewable resources.

Strategy A: Provide leadership and assistance in the Environmental Protection Agency’s Landfill Methane Outreach Program toward partnership creations that result in achieving operational status for six South Carolina Landfill Gas Conversion Projects.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Screaming Eagle Landfill (Richland County): Ongoing assistance in all aspects for operational status.	February 1, 2004	June 1, 2005	Sonny DuBose
2	Anderson Regional Landfill: Ongoing assistance in all aspects for operational status.	December 1, 2003	July 1, 2005	Sonny DuBose
3	Lee County Landfill: Ongoing assistance in all aspects for operational status.	December 1, 2003	November 1, 2004	Sonny DuBose
4	Oak Ridge Landfill (Dorchester County): Ongoing assistance in all aspects for operational status.	April 1, 2004	March 1, 2006	Sonny DuBose
5	Hickory Hill Landfill (Jasper County): Ongoing assistance in all aspects for operational status.	July 1, 2004	June 30, 2006	Sonny DuBose
6	Greenwood County: Ongoing assistance in all aspects for operational status.	July 1, 2004	June 30, 2005	Sonny DuBose
7	Seneca County: Ongoing assistance in all aspects for operational status.	July 1, 2004	June 30, 2005	Sonny DuBose
8	Northeastern Richland Landfill: Ongoing assistance in all aspects for operational status.	July 1, 2004	March 30, 2007	Sonny DuBose
9	Conduct and analyze customer satisfaction survey to partners.	January 1, 2005	March 1, 2005	Sonny DuBose
10	Report and publicize results.	Ongoing	Ongoing	Sonny DuBose

Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of increased MW produced by LFGTE projects	Quarterly	LFG use charts	Sonny DuBose
2	Percent increase in MW produced by LFGTE projects over FY04 numbers	Quarterly	LFG use charts	Sonny DuBose

Budget and Control Board				
South Carolina Energy Office – Renewables and Utilities				
Program Goal 4: Advance the use of renewable resources.				
Strategy B: Promote biomass projects statewide				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Assist in developing one or more biomass energy projects through SEBSRP and other funding sources.	July 1, 2004	June 30, 2005	JP Gouffray
2	Through SEBSRP funding, provide a comprehensive analysis of biomass energy opportunities statewide.	July 1, 2004	June 30, 2005	JP Gouffray
3	Maintain database of biomass energy use statewide	July 1, 2004	June 30, 2005	JP Gouffray
4	Work with producers, transporters and consumers of biomass resources to identify opportunities for partnership.	July 1, 2004	June 30, 2005	JP Gouffray
5	Monitor and administer the low-cost Anaerobic Digester for treatment of swine manure special project grant in cooperation with Clemson University.	July 1, 2004	June 30, 2005	JP Gouffray
6	Report and publicize results.	Ongoing	Ongoing	JP Gouffray
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Amount of biomass energy used	Quarterly	Spreadsheet	JP Gouffray
2	Percent increase in biomass energy use	Quarterly	Spreadsheet	JP Gouffray
3	Completion of producers, consumers, & transporters database by September 2004.	Annually	Database	JP Gouffray

Budget and Control Board				
South Carolina Energy Office – Renewables and Utilities				
Program Goal 4: Advance the use of renewable resources.				
Strategy C: Coordinate a coalition of solar energy stakeholders to market development of solar energy, particularly through the Million Solar Roofs Initiative (MSRI).				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Coordinate MSRI contract with York Tech for Phase II	May 1, 2004	June 30, 2005	Kate Billing
2	Provide speaker for statewide presentations and showcase solar display booth at home shows, meetings and presentations	Ongoing	Ongoing	JP Gouffray
3	Produce newsletter twice a year and post to website; coordinate and conduct partnership meetings once a year as applicable.	July 1, 2004	June 30, 2005	D' Juana Wilson
4	Distribute SC MSRI brochure and information package.	Ongoing	Ongoing	D' Juana Wilson
5	Establish SC Solar Energy Society <ul style="list-style-type: none"> • establish by-laws • incorporate as 501 C-3 • determine funding sources • determine meeting dates 	July 1, 2004	June 30, 2005	JP Gouffray
6	Maintain inventory of solar installations in SC	Ongoing	Ongoing	JP Gouffray
7	Procure & issue MSRI certificates to certificates to eligible systems	Ongoing	Ongoing	JP Gouffray
8	Report and publicize results.	Ongoing	Ongoing	D' Juana Wilson
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of solar installations in SC	Quarterly	Database	JP Gouffray
2	Percent increase in SC solar installations	Quarterly	Database	JP Gouffray
3	Solar installations inventory is updated	Quarterly	Database	JP Gouffray

Budget and Control Board

South Carolina Energy Office – Renewables and Utilities

Program Goal 4: Advance the use of renewable resources.

Strategy D: Marketing & outreach of renewable energy options in SC.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Coordinate Green Power Summit to include: <ul style="list-style-type: none"> •conference calls •planning efforts •conference agenda, speakers, location, etc. 	Ongoing	Ongoing	Kate Billing
2	Coordinate hydrogen related efforts	Ongoing	Ongoing	Kate Billing
3	Oversee development of statewide wind study	July 1, 2004	June 30, 2005	Kate Billing
4	Monitor results in fuel cell project at green dorm	July 1, 2004	June 30, 2005	Kate Billing
5	Report and publicize results.	Ongoing	Ongoing	Kate Billing
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Green Power summit completed as planned	Annual	Conference	Kate Billing
2	Number of people who visit fuel cell	Quarterly	USC data	Kate Billing

Budget and Control Board

South Carolina Energy Office – Renewables and Utilities

Program Goal 4: Advance the use of renewable resources.

Strategy E: Promote public agency Solar Water Heating Demonstration Program.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Review & revise SWHDP.	July 1, 2004	August 15, 2004	D' Juana Wilson
2	Mail solicitation.	September 1, 2004	September 1, 2004	D' Juana Wilson
3	Receive applications.	September 1 , 2004	December 10, 2004	D' Juana Wilson
4	Technical review of applications.	December 10, 2004	January 10, 2005	JP Gouffray/Tom Hudkins/Jim Allen
5	Full review of applications and decisions regarding awards.	January 10, 2005	January 31, 2005	Perkins/Lockhart /Billing/Wilson
6	Notification of awards.	February 1, 2005	February 15, 2005	D' Juana Wilson
7	Administer contracts for installation.	February 15, 2005	February 15, 2006	JP Gouffray
8	Administer on-going reporting and demonstration requirements.	Ongoing	Ongoing	D' Juana Wilson
9	Report and publicize results.	Ongoing	Ongoing	D' Juana Wilson
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of solar installations installed from SWHDP	Quarterly	Database	JP Gouffray
2	Dollar amount of energy savings from SWHDP	Quarterly	Database	JP Gouffray

Budget and Control Board				
South Carolina Energy Office: Program Area – Renewables and Utilities				
Program Goal 4: Provide energy awareness, information and education services.				
Strategy F: Analyze and report on all of the utilities’ programs designed to affect demand.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Send out request letters to all utilities & ensure Green Power is incorporated into request.	May 30, 2004	June 2, 2004	Frank Boyd
2	Collect information reports from utilities- input into database.	July 1, 2004	October 1, 2004	Frank Boyd
3	Follow-up with utilities to get delinquent reports and correct data problems.	October 4, 2004	November 30, 2004	Frank Boyd
4	Analyze data, write and edit report.	December 1, 2004	February 28, 2005	Frank Boyd
5	Print and distribute report to utilities.	March 1, 2005	March 31, 2005	Frank Boyd
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Report completed no later than 03/31/05	Annual	Report	Frank Boyd

Budget and Control Board				
South Carolina Energy Office: Program Area – Renewables and Utilities				
Program Goal 4: Provide energy awareness, information and education services.				
Strategy G: Survey and report on all of the utilities' residential, commercial and industrial rates.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Update <i>commercial/industrial rate</i> survey for current year.	July 31, 2004	July 31, 2004	Sonny DuBose
2	Mail out letters to co-ops, municipalities and investor-owned utilities.	August 2, 2004	August 3, 2004	Sonny DuBose
3	Collect data and input into database.	August 5, 2004	August 30, 2004	Sonny DuBose
4	Follow-up with utilities to get delinquent reports.	August 5, 2004	August 30, 2004	Sonny DuBose
5	Analyze data, write and edit report.	September 1, 2004	September 30, 2004	Sonny DuBose
6	Print and post report to web.	September 30, 2004	September 30, 2004	Sonny DuBose
7	Update <i>residential rate</i> survey for current year.	March 29, 2005	March 31, 2005	Sonny DuBose
8	Mail out letters to co-ops, municipalities and investor-owned utilities.	April 1, 2005	April 2, 2005	Sonny DuBose
9	Collect data and input into database.	April 5, 2005	April 30, 2005	Sonny DuBose
10	Follow-up with utilities to get delinquent reports.	April 5, 2005	April 30, 2005	Sonny DuBose
11	Analyze data, write and edit report.	May 1, 2005	May 31, 2005	Sonny DuBose
12	Print and post report to web.	May 31, 2005	May 31, 2005	Sonny DuBose
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Reports completed by target dates.	Annual	Report	Sonny DuBose

Budget and Control Board

South Carolina Energy Office: Program Area - Radioactive Waste Disposal Program

Program Goal 5: Administer and continuously evaluate the Radioactive Waste Disposal Program to insure stake holder needs are met while adhering to rules, regulations and statutes.

Strategy A: Available disposal capacity is managed in accordance with state law and Board policies.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Recommend pricing strategies applicable to a dynamic, competitive disposal market.	Ongoing	Ongoing	Bill Newberry
2	Recommend regular rate schedules that are designed to optimize disposal revenues.	March 1, 2005	June 30, 2005	Bill Newberry
3	Supplement waste received under regular rates with special rate commitments in applicable situations.	Ongoing	Ongoing	Bill Newberry
4	Report and publicize results.	Ongoing	Ongoing	Bill Newberry
5	Manage Barnwell Economic Development Fund	Ongoing	Ongoing	Michael Hughes

Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Rate schedules for regional and non-regional waste are adopted by the Board or its designee prior to the beginning of each fiscal year.	Annual	Meeting minutes	Bill Newberry
2	Volumes received for disposal through 2008 are within 90% of annual caps specified in state law.	Annual	Chem-Nuclear	Bill Newberry
3	Revenue projected in consultation with State Budget Office are met.	Annual	State Treasurer	Bill Newberry

Budget and Control Board

South Carolina Energy Office: Program Area - Radioactive Waste Disposal Program

Program Goal 5: Administer and continuously evaluate the Radioactive Waste Disposal Program to insure stake holder needs are met while adhering to rules, regulations and statutes.

Strategy B: Improve stability and predictability in volume utilization prior to the beginning of each fiscal year.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Negotiate multi-year access agreements with customers that locks in volume commitments through 2008 projections.	Ongoing	Ongoing	Bill Newberry
2	Obtain volume from Atlantic regional generators prior to the beginning of each fiscal year.	03/01/05	06/30/05	Bill Newberry
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Prior to beginning each fiscal year, over 50% of available volume is committed.	Annually	Contracts	Bill Newberry

Budget and Control Board

South Carolina Energy Office: Program Area - Radioactive Waste Disposal Program

Program Goal 5: Administer and continuously evaluate the Radioactive Waste Disposal Program to insure stake holder needs are met while adhering to rules, regulations and statutes.

Strategy C: Successfully transition from national disposal access to a region-only facility beginning July 1, 2008.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Conduct regional viability discussions with Atlantic Compact Commission, waste generators, and the disposal site operator.	07/01/04	06/30/05	Bill Newberry
2	Provide administrative support to ACC.	Ongoing	Ongoing	D’Juana Wilson

Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Outyear volumes profiles and revenue projections are continuously maintained and updated.	Annually	Chem-Nuclear	Bill Newberry

Budget and Control Board

South Carolina Energy Office: Program Area - Radioactive Waste Disposal Program

Program Goal 5: Administer and continuously evaluate the Radioactive Waste Disposal Program to insure stake holder needs are met while adhering to rules, regulations and statutes.

Strategy D: Develop and maintain credible estimates on resource needs for conducting post-closure custodial care.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Review resource needs estimate every 5 years or as changes warrant.	07/01/04	Ongoing	Bill Newberry

Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	A specific target amount for extended care needs is maintained and the difference between the target amount and the current balance is readily available at all times.	5 year intervals	Independent study	Bill Newberry

Budget and Control Board

South Carolina Energy Office: Program Area - Radioactive Waste Disposal Program

Program Goal 5: Administer and continuously evaluate the Radioactive Waste Disposal Program to insure stake holder needs are met while adhering to rules, regulations and statutes.

Strategy E: Participate proactively as a party to the Public Service Commission proceedings on allowable operating costs and participate in appropriate informal lines of communication with disposal site operator in order to anticipate and address issues as early in the Public Service Commission proceedings as possible.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Review and prepare comments on applications and supporting documentation submitted by disposal site operator to the Public Service Commission.	August 15, 2004	March 30, 2005	Bill Newberry
2	Communicate our interest in resolving cost issues to the management of the disposal facility.	Ongoing	Ongoing	Bill Newberry
3	Schedule meetings with disposal site operator & other parties to discuss draft initiatives and proposals.	Ongoing	Ongoing	Bill Newberry
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	The Public Service Commission's orders related to allowable operating costs reflect consideration of BCB contribution and proposals.	Annually	PSC Order	Bill Newberry

Budget and Control Board				
South Carolina Energy Office: Program Area – Innovative and Supportive Work Environment				
Program Goal 6: Provide for an innovative and supportive work environment.				
Strategy A: Provide exemplary leadership that is clear and focused on performance excellence.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Meet with management weekly to set direction for office; meet with staff monthly to communicate updates; meet with DD to receive info about Divisional priorities.	July 1, 2004	June 30, 2005	John Clark
2	Meet with entire staff one-on-one on an annual basis to receive input from staff on management operation of office & individual needs.	July 1, 2004	August 1, 2004	John Clark
3	Communicate aggregate findings of one-on-one meetings to management.	August 15, 2004	August 31, 2004	John Clark
4	Set performance expectations through the EPMS process for management and staff that encourage high performance.	January 30, 2005	March 31, 2005	John Clark/Mitch Perkins
5	Determine key performance measures for each program area revise as needed.	March 1, 2005	April 30, 2005	John Clark/Mitch Perkins
6	Support organizational and employee learning.	Ongoing	Ongoing	John Clark/Mitch Perkins
7	Administer safety program and policies for workplace to address risk.	Ongoing	Ongoing	Mitch Perkins
8	Develop and implement processes and procedures to insure that assigned projects and programs are completed in accordance with the SCEO Strategic Plan and subsequent management decisions.	July 1, 2004	June 30, 2005	Mitch Perkins
9	Coordinate external representation of South Carolina Energy Office with outside entities such as federal, state, & private groups.	Ongoing	Ongoing	John Clark/Mitch Perkins
10	Oversee preparation and submission of plans, reports and funding applications to US Department of Energy, State Budget and Control Board management, and other relevant parties.	Ongoing	Ongoing	Mitch Perkins
11	Administer office recognition program.	Ongoing	Ongoing	Mitch Perkins
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Key measures will be reviewed for each program area no later than 11/5/04, 1/15/05, 4/15/05, and 7/15/05.	Quarterly	Quarterly meetings	John Clark/Mitch Perkins

Budget and Control Board

South Carolina Energy Office: Program Area – Innovative and Supportive Work Environment

Program Goal 6: Provide for an innovative and supportive work environment.

Strategy B: Maintain an active strategic plan that addresses the organization, stakeholder and human resource needs.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Update SC Energy Office Strategic Plan.	Ongoing	Ongoing	Stephanie Childress
2	Submit revised plan for following year to EAC	April 2005	April 2005	Stephanie Childress
3	Submit State Energy Program Plan.	April 1, 2005	May 1, 2005	Stephanie Childress
4	Maintain and track key performance measures.	Ongoing	Ongoing	Stephanie Childress
5	Conduct quarterly team meetings to report activity and progress on office programs.	July 1, 2004	June 30, 2005	Stephanie Childress
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Key measures will be reviewed for each program area no later than 11/5/04, 1/15/05, 4/15/05, and 7/15/05.	Quarterly	Strategic Plan	Stephanie Childress

Budget and Control Board

South Carolina Energy Office: Program Area – Innovative and Supportive Work Environment

Program Goal 6: Provide for an innovative and supportive work environment.

Strategy C: Develop a high performing organization through advancing human resource capabilities.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Source training based on needs analysis for management/leadership development, performance measurement, and job skills training.	Ongoing	Ongoing	Chantal Fryer
2	Review employee satisfaction and motivation results, modify programs as needed.	Ongoing	Ongoing	Chantal Fryer
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	# of training hours completed by employees	Quarterly	Survey	Chantal Fryer
2	Employee satisfaction results	Annually	Survey	Chantal Fryer

Budget and Control Board				
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Strategy D: Manage & adapt grant programs targeted to customer needs.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Award grants in compliance w/ federal criteria to include omnibus and special projects.	07/01/04	12/31/04	Janet Lockhart
2	Award and administer grants for Public School Energy Efficiency, Solar Water Heating, RHEEEP and Community Services grants according to criteria.	Ongoing	Ongoing	Janet Lockhart
3	Review grants at quarterly team meetings.	Ongoing	Ongoing	Tom Hudkins
4	Conduct site visits or other monitoring at critical project points.	Ongoing	Ongoing	Janet Lockhart
5	Review final project reports and evaluate accomplishment of program objectives.	Ongoing	Ongoing	Janet Lockhart
6	Determine and report cost savings.	Ongoing	Ongoing	Janet Lockhart
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of grants awarded by SCEO	Quarterly	Database	Janet Lockhart
2	Number of SCEO projects completed on target date.	Quarterly	Database	Janet Lockhart

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Strategy E: Streamline contracts procedures.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Process payments within five (5) business days of request based on approval of project coordinator, completion of tasks and receipt of deliverables.	July 1, 2004	June 30, 2005	Shearon Drakeford
2	Check all contracts for completion on a monthly basis.	July 1, 2004	June 30, 2005	Shearon Drakeford
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Number of SCEO contracts completed as scheduled.	Annual	Database	Shearon Drakeford
2	Percent of SCEO contracts completed as scheduled	Annual	Database	Shearon Drakeford
3	Review contracts at quarterly team meetings	Ongoing	Ongoing	Shearon Drakeford

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Strategy F: Develop and implement 1) internal cost allocation procedure for projects and 2) quarterly report minimum requirements.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Estimate staff time requirements for projects as needed.	April 1, 2005	June 1, 2005	Janet Lockhart
2	Allocate significant costs by project.	Ongoing	Ongoing	Janet Lockhart
3	Review project costs as part of planning process for 2004/2005.	Ongoing	Ongoing	Janet Lockhart
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Percent of staff with valid time distributions	Annual	Reports	Janet Lockhart

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Strategy G: Streamline office operational procedures.

Activity	Activity Description	Start Date	End Date	Person Responsible
1	Review office service contracts yearly to assess need for services and availability of alternatives to reduce costs to include computer services.	July 1, 2004	June 30, 2005	Shearon Drakeford
2	Track expenditures for paper supplies, copier and printer cartridges, and other routine items to identify changes in consumption and to estimate yearly costs.	July 1, 2004	June 30, 2005	Shearon Drakeford
3	Maintain and update personnel files.	Ongoing	Ongoing	Shearon Drakeford
4	Maintain log of training related travel for office	Ongoing	Ongoing	Shearon Drakeford
5	Key in final expenses on a quarterly basis into the grants and database. Identify BTU & dollar savings.	July 1, 2004	June 30, 2005	Julia Parris/Tom Hudkins/Shearon Drakeford
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Reduction in office operation costs	Annually	Payment Records	Shearon Drakeford

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Strategy H: Support office information services.				
Activity	Activity Description	Start Date	End Date	Person Responsible
1	Catalog books, newsletters, periodicals & other print media as received into SCEO Library.	Ongoing	Ongoing	Frank Boyd
2	Review materials subscribed for office.	Ongoing	Ongoing	Frank Boyd
3	Maintain and update the mailing list database for central use.	July 1, 2004	June 30, 2005	Julia Parris
4	Develop a file plan for the Energy Drive and review the files quarterly to restore order, archive records, and remove materials no longer needed.	July 1, 2004	June 30, 2005	Julia Parris
5	Maintain on Energy Drive updated spreadsheets on status of Conserfund, School Energy Efficiency, Solar Water Heating Initiative, RHEEEP, & SC SAVES.	Ongoing	Ongoing	Janet Lockhart/Staff
Measure	Key Performance Measure	Frequency of Measure	Data Source	Person Responsible
1	Spreadsheets updated monthly.	Quarterly	Spreadsheet	Janet Lockhart/Staff