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South Carolina  
Department of Parks, Recreation and Tourism

FY 97-98 Accountability Report

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# South Carolina

Department of Parks, Recreation & Tourism

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October 16, 1998

Office of the State Budget  
Attention: Karen Amos  
1122 Lady Street, 12<sup>th</sup> Floor  
Columbia, SC 29201

Dear Ms. Amos

Please find enclosed the FY 1997-98 Accountability Report for the South Carolina Department of Parks, Recreation and Tourism. The report reflects the agency's major functions and has been written according to the defined guidelines.

The objectives of the report are to provide a comprehensive understanding of those key business drivers of our agency. An extensive process of staff interviews and industry partner research has resulted in a wealth of comparative data and measurements.

If there are additional questions or comments, please feel free to contact Michelle Goins at 734-1454 or Ron Carter at 734-0170.

Sincerely

  
William R. Jennings

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Budget & Control Board  
OFFICE OF THE STATE BUDGET

South Carolina Department of Parks, Recreation and Tourism  
Annual Accountability Report  
FY 97-98

**Executive Summary**

The 1997-98 Accountability Report provides an exciting opportunity to promote the services that our agency has to offer South Carolina's citizens, communities, visitors, and industry. By categorizing our key functions and clearly stating their objectives and outcomes, a strong and successful year of initiatives emerges.

After extensive interviews and research both internal and external, major agency functions were categorized within the parameters of the report. In order to meet the report requirements, larger agency functions were sub-divided without compromising their strategic purpose. This process resulted in 10 key business drivers:

Administration / Management  
Education / Development  
Film / Sports / Business Development  
Heritage Corridor Development  
Marketing  
Niche Product Development  
Partnering / Technical Assistance  
Recreation / Planning / Engineering  
State Park Service  
Tourism Sales

Marketing, the State Park Service, and Tourism Sales best describe the integration of all the activities that go into serving our customer, the SC visitor and its related industry. Parks, Recreation and Tourism is pursuing its visitor services goals in a much more comprehensive, team-oriented manner. There is a renewed feeling of combined effort from various PRT agency offices to contribute to the overall visitor services that we provide. Additionally, our major functions were identified as strong contributors to the additional key business drivers of niche product development, partnering / technical assistance, and education / development.

Partnering and Technical Assistance outcomes proved to indicate a high degree of staff motivation in our agency. Despite budgetary fluctuations beyond our control, PRT employees took the initiative to acquire non-PRT resources to maintain their objectives for the year.

Communities and the industry rely on PRT to provide the technical expertise vital to their strategic planning and decision making. Detailed in the report are a myriad of services that we have offered throughout the year – from one-on-one counseling and planning to far-reaching community development grants.

During FY 97-98 the State Park Service was completing the development of a new vision for their future through the Parks Strategic Management Plan. The plan was developed with a team-oriented approach using quality management methods and extensive

customer input. The result is already making a profound effect in the industry. Parks staff are employing fresh ideas with improved ways to save time and resources and there is a renewed emphasis on customer service. The new vision for the State Park Service enhances and improves its primary function of preserving and protecting South Carolina's unique natural and cultural resources.

The contribution that Parks, Recreation and Tourism makes toward the promotion of South Carolina's citizens, communities and industry is expressed in the manner in which PRT staff and offices work together and with our customers. Working together to promote a product they believe in – the unique heritage, attractions, and natural resources that our state has to offer.

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### Mission Statement

South Carolina Parks, Recreation and Tourism serves the unique purpose of providing for the general South Carolina tourism industry and provides for a State Parks system through its mission:

The agency's mission is to improve the economic well-being and quality of life of South Carolinians by promoting state, national, and international tourism; developing tourism / entertainment businesses; and conserving our unique community, cultural and physical environments.

Our customers are the citizens, communities, visitors and visitor-based industry of South Carolina.

**Key Business Driver / Function Descriptions  
97-98 Accountability Report**

**Priority Ranking of Key Business Driver / Function:** 1 of 10

**Name of Key Business Driver / Function:** Marketing

**Associated Budgetary Programs:** Tourism Marketing, Development, State Parks

**Cost of Key Business Driver / Function:** During FY 97-98, the SC PRT Visitor services function was funded by associated budgetary revenues necessary to cover budget of \$9,363,909

**Definition of Function and its Customer:** PRT's Marketing function enhances the economy of South Carolina by marketing, promoting, and selling the state as a preferred global travel destination. Its customers are the citizens and communities of South Carolina, internal customers, tourism industry professionals, and the visitors who chose to travel throughout our state.

**Goal of the Function:** To maximize the return on South Carolina's visitor industry investment by driving product demand through integrated marketing strategies and disciplines.

**Objective 1.:** To provide leadership to the state's tourism industry through the identification and prioritization of SC tourism development goals and objectives by developing an annual marketing plan.

**Performance Measures:**

**Inputs:** This objective accomplished with 25 full-time employees to service South Carolina's #1 industry - tourism

**Outputs:** Annual Marketing Plan completed on 5/97

**Efficiency:** \$14:1 ROTI (annual return on tax investment.)

**Quality:**

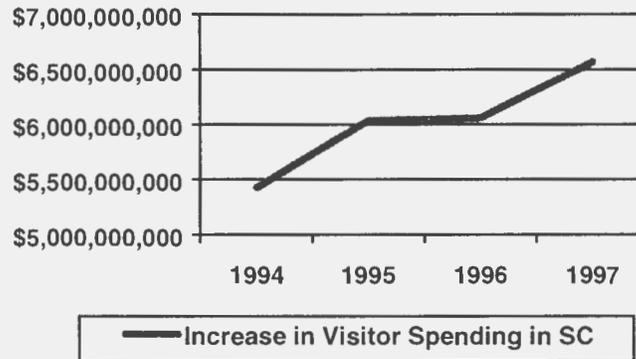
- The economic impact of SC's tourism industry creates and sustains a variety of entertainment- and recreation-based businesses and products that enhance the quality of life for South Carolinians
- The diversity of visitor spending contributes to a wide variety of businesses and industries in South Carolina such as:
  - Transportation    - Lodging        - Museums / Art                    - Gardens / Zoos        - Historical Homes
  - State Parks        - Golf / Tennis    - Entertainment Theatres        - Movie Theatres        - Amusement Parks
  - Athletic Events    - Retail Sales

**Outcomes:**

- **\$14.4 billion** in direct and indirect output generated by tourism expenditures
- **29.4 million** national and international visitors chose South Carolina as their travel destination in 1997
- **251,000 jobs\*\*** in tourism and ancillary sectors of the economy, resulting in
- **\$4.4 billion** in wages of South Carolinians employed in these jobs
- **\$979 million** in capital investments in tourism-related facilities, which created
- **7,381** new jobs with nearly **\$100 million** in wages.
- **\$516 million** in tax revenues generated directly by the tourism industry were collected by State and local governments

Visitor Spending in SC  
 1994 - \$5,427,000,000  
 1995 - \$6,037,000,000  
 1996 - \$6,061,000,000  
 1997 - \$6,571,000,000

Spending Growth Rate  
 1 year rate of change – 8.4%  
 3 year rate of change – 21.1%



**Objective 2.:** To determine the effectiveness of PRT's tourism-based initiatives by incorporating tracking methods that identify number of inquiries and provide a means for conversion analysis, projected visitation, expenditures and tax generation. These tracking methods are performed via an internal Research function.

**Performance Measures:**

Inputs: 2 full-time employees; service requested by SC's tourism industry

Outputs:

- 8 reports published
- 600 internal and external service requests filled
- 3,600 reports mailed/faxed to external customers

Efficiency: 10% increase in requests for service (600 calls) processed in a timely manner without an increase in staff

Quality/Customer:

- +/- 5% accuracy of information published
- Achieved 95% accuracy in classification categories defined in Admission Tax Report (up from 16%)

Outcomes include but are not limited to:

- 90% of the marketing plan's research function was completed on time and within budget
- External customer requests (the SC visitor-based industry) outcomes addressed in the Partnering/Technical Assistance function on page 15 and the Education/Professional Development function on page 18

**Objective 3.:** Sustain a high level of broad-based domestic / international consumer and trade awareness through aggressive and effective advertising strategies and efficient fulfillment of visitor requests.

Inputs: 2 full-time employees

Outputs:

- 380 general consumer ads were placed (\$3.1 million expenditure)
- 45 ads placed in 45 domestic and international trade publications
- Inquiry fulfillment outputs addressed in the Tourism Sales function on page 7; Partnering/Technical Assistance on page 15; and in Education/Technical Assistance function on page 18

Quality: Recipient of a national award for co-op marketing campaign

Outcomes include but are not limited to:

- 90% of marketing plan advertising goals and objectives were implemented on time and within budget
- External customer (SC tourism industry) service outcomes are addressed in the Partnering/Technical Assistance function on page 14.

**Objective 4.:** To sustain a high level of broad-based domestic consumer awareness through aggressive media-based public relations strategies

**Performance Measures:**

Inputs: 2 full-time employees

Outputs:

- In calendar year 1997, the public relations section provided information and / or support to nearly 450 journalists
- South Carolina Travel Update, a one-page media briefing tool designed to give journalists a quick update on current SC tourism issues, was dispersed 22 times

Quality:

- 100% of communications were completed on time and within budget
- 95% of customer requests were met on time and within budget
- Baseline and performance measurements were established in FY 97-98 to better quantify public relations efforts

Outcomes:

- 98% of the marketing plan's public relations goals and objectives were met on time and within budget
- Over 350 parks-based media reports were generated
- 250 general consumer- or trade-based stories were placed
- Educational initiatives discussed in the Education/Professional Development function on page 18
- Partnership initiatives discussed in the Partnering/Technical Assistance function on page 15

**Objective 5:** To develop and provide corporate branding and image in an effort to gain national and international recognition of South Carolina

**Performance Measures:**

Outputs: 65 external customers (SC tourism industry) extended SC brand image in advertising and retail merchandise

Quality: Baseline and performance measurements were established in FY 97-98 to better quantify advertising results

Outcomes include but are not limited to:

- Household impressions of the South Carolina corporate brand were increased by 50%.



South Carolina Corporate Brand

**Leadership System, Deployment, and Trends:**

The global travel marketplace is extremely competitive. South Carolina competes for business not only with other destinations but with cruise lines, theme parks, and increasingly with work, personal, and family demands. Consumers are bombarded with advertising messages and suffer information overload. Demographics of target audiences are changing as the U.S. population ages and as a new generation of consumer matures.

PRT will identify these challenges and develop strategies to competitively position South Carolina as a desirable global destination for the new millennium. PRT has implemented an integrated marketing approach with components of research, public relations, promotions, advertising, one-on-one and relationship sales, visitor services, branding, and tactical industry partnerships. Utilizing consistency in message aimed at a targeted audience, South Carolina will maintain its base market share and begin to develop incremental new business.

**Priority Ranking of Key Business Driver / Function:** 2 of 10

**Name of Key Business Driver / Function:** South Carolina State Park Service

**Associated Budgetary Programs:** State Parks System

**Cost of Key Business Driver / Function:** During FY 97-98, the SC PRT State Park Service function was funded by associated budgetary revenues necessary to cover budget of \$23,477,705.55

**Definition of Function and its Customer:** To improve the quality of life and economic well-being of its customers, the citizens, communities, and visitors of South Carolina, by providing natural-resource based recreational opportunities with emphasis on conservation, education and interpretation of the natural, cultural and historical resources of the state.

**Goal of the Function:** To ensure a quality park system for South Carolina while managing state parks more effectively by balancing sound resource management with quality visitor services.

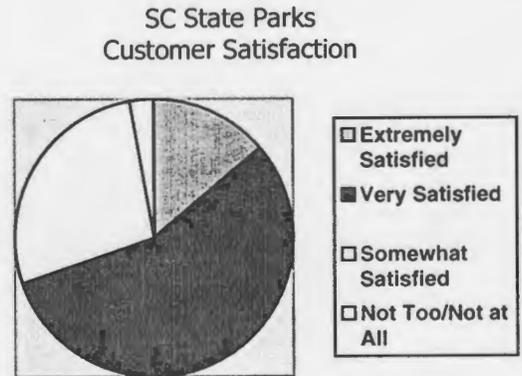
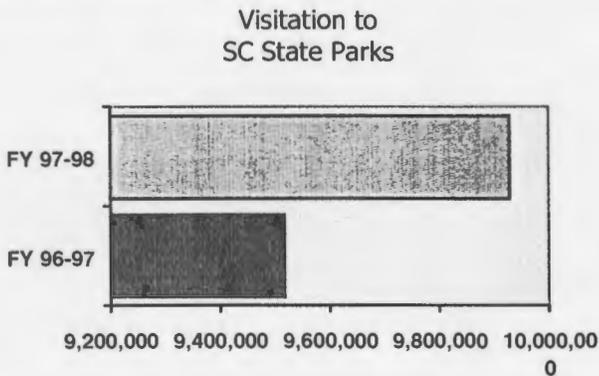
**Objective 1.1.:** To ensure a quality park system for South Carolina via the preservation and protection of the state's resources

**Performance Measures:**

**Objective 1 (overall):**

**Inputs:** 918 full-time, part-time, and seasonal employees in the State Park Service, 56 State Park Areas encompassing 81,751 acres

**Outcomes:** Reflected in charts below



- Created bicycle lanes, shrub barriers, and natural fencing to reduce the number of vehicles and foot traffic that impact natural areas
- Closed off certain individual campsites and re-naturalized the sites
- Completed carrying capacity studies on trails and campsites
- Ended the use of the certain historically significant sites for private functions

**Objective 1.2.:** To ensure a quality park system for South Carolina via the restoration of our state's natural and cultural resources

**Performance Measures:**

**Outcomes include but are not limited to the following initiatives:**

- Restored historic lighthouse facilities
- Rehabilitated the overused grounds and entranceways of certain state parks with mulch
- Restoration of long leaf pine in areas of Cheraw and Goodale State Parks
- Comprehensive management plan for the expansion of Red Cockaded Woodpecker population at Cheraw State Park, in cooperation with state and federal agencies
- Continuing archeological research program at Old Dorchester State Park, site of the abandoned colonial village

**Objective 1.3.:** To ensure a quality park system for South Carolina by increasing the safety for both visitors and Park staff

**Performance Measures:** Through safety programs, employees are more aware of safety in the workplace and the need to provide awareness to the park visitor of safety in the outdoor environment.

**Outputs:** Over 600 safety training programs presented

**Outcomes:**

- 26% decrease in job related injuries since FY 95-96
- Over the past 3.5 calendar years, preventable visitor accidents have averaged a low 6%

**Objective 2.1.:** To produce much needed revenue and also provide a maximum natural and cultural experience for the park visitor with convenience, service, and day-to-day customer contact through the Parks retail sales function

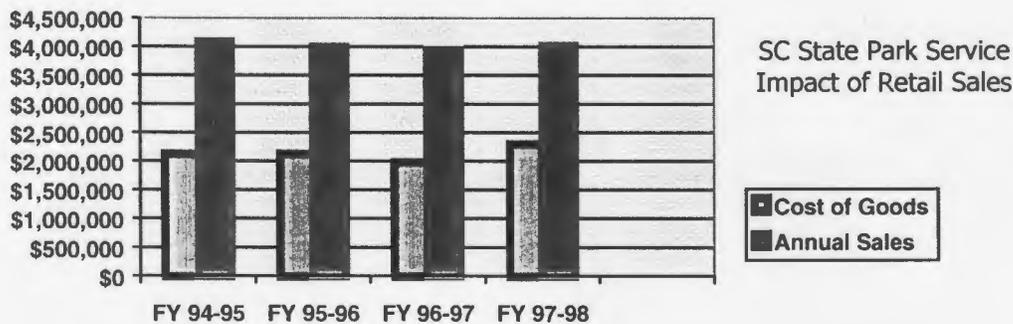
**Performance Measures:**

**Quality/Customer:**

- Retail employees are now trained to also provide visitor services about their state park in addition to retail services
- Changed focus of retail inventory to include items that are hand crafted, nature-resource sensitive, of a high quality, and representative of the culture of South Carolina.

**Outcomes:**

- Developed and implemented the State Park Service mail order catalog service



**Objective 2.2.:** To provide a personal and educational experience to the State Park visitor through interpretive and educational services

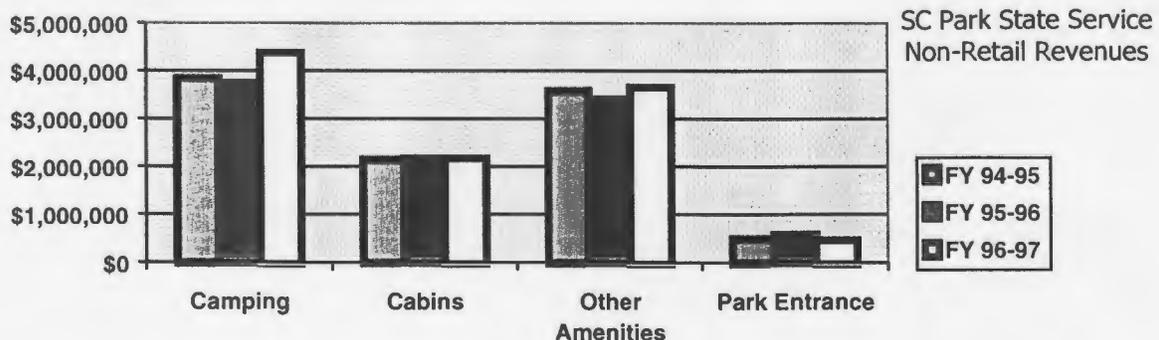
**Performance Measures:**

**Outcomes:** Detailed in the Education/Development function of this report on page 16

**Objective 2.2.:** To produce much needed revenue and also provide a maximum natural and cultural experience for the park visitor with convenience, service, and day-to-day customer contact through the use of parks cabins, camping, and other amenities as well as park entrance fees.

**Performance Measures:**

**Outcomes:** Detailed in chart below



**Objective 3.:** To create an overall *strategic management plan* for the Park Service that produces a framework for managing State Parks more efficiently and more effectively by balancing sound resource management with quality visitor services.

**Performance Measures:**

- Project met all timelines established at its inception
- Project was under budget and used only minimal expenditures to accomplish its task
- Regular progress reports were given to the executive management

**Quality/Customer Input:** The development team consisted of multi-level, multi-office PRT staff as well as park visitors, the customer.

**Outcomes:**

- Project completed on time and recommendations were given to executive management
- Recommendations for the improvement of SC Park Service being implemented FY98-99

**Objective 4.1.:** To form and implement innovative steps to aide in the development of the new Park Service via *Project Green* – - from recycling centers to central dumpsters, an aggressive approach to the reduction of park litter and its associated services

**Performance Measures:**

**Quality/Customer:** Customers have reported a higher satisfaction rate with the improved appearance of the parks without trash cans and articulate a feeling of stewardship toward preserving the parks

**Outcomes include but are not limited to:**

- Recycle programs established at 22 parks
- Trash cans removed or numbers reduced and/or centralized dumpster stations established at 19 parks

**Objective 4.2.:** To form and implement innovative steps to aide in the development of the new Park Service via *Grow, Don't Mow* – - reduces staff time devoted to mowing tracts of Park lands and allows those tracts to provide a natural habitat with nature trails for the visitor while allowing staff additional time for focus on new initiatives

**Performance Measures:**

**Efficiency:** Staff time formerly devoted to mowing land tracts my now be devoted to focusing on implementing other new initiatives and improved customer service

**Outcomes:** Overall reduction of 10% in staff time devoted to mowing land tracts

**Objective 4.4.:** To form and implement innovative steps to aide in the development of the new Park Service via *Improved Customer Service* - - with new initiatives that save the Park Service staff time, they are able to devote their resources to improving customer service

**Performance Measures:**

**Outcomes include but are not limited to:**

- Improved customer service through extended state park facility hours
- The implementation of customer service training
- New customer information centers built
- Improved signage, water and electrical hookups, additional phone lines for customer ease
- Self-guided tour programs for customers
- Safety officers now carry informational materials for customers

**Objective 4.3.:** Begin implementation of the new State Park Management Plan through the development of local state park management plans. Purpose is to determine the philosophy and guidelines that will be set for the management of individual parks.

**Performance Measures:**

**Quality:** Individual management plans determined with a team approach involving various levels of state park management

**Outcomes:** Project currently in process

**Leadership System, Deployment, and Trends:**

While the Park Service continues its dedication to preserving and protecting South Carolina's natural and cultural resources to its visitors, the most significant change may be in the area of customer service where we have a new focus on the customer. Through training programs and employee education the Park Service now truly reflects its "new" name...*State Park Service*. Our employees have taken four bold initiatives in visitor services and put them into practice:

- Making sure we know what our customer wants and expects

- Being flexible in meeting those customer wants and needs
  - Treating the customer like a partner rather than an adversary or end-user
  - Working hard to make it easy for a customer to do business with us.
- Our philosophy has been relayed to all park employees. This new approach has given our employees necessary tools to re-focus on the customer.

**Ranking of Key Business Driver / Function:** 3 of 10

**Name of Key Business Driver / Function:** Tourism Sales: Domestic and International Visitor Services

**Associated Budgetary Programs:** Tourism Marketing

**Cost of Key Business Driver / Function:** During FY 97-98, the agency Marketing function was funded by associated budgetary revenues necessary to cover budget of \$1,678,105

**Definition of Function and its Customer:** SC PRT's Tourism Sales function can be defined as the integration of all activities that focus on servicing and selling South Carolina a visitor destination.

**Goal of the Function:** To maximize the return on South Carolina's investment in its tourism industry by positioning the state as a preferred global destination for regional, national, and international trade and consumer markets by providing materials and services that influence a customer's decision to travel to South Carolina.

**Objective 1.:** To effectively target key domestic and international travel trade markets, South Carolina's convention and meeting capabilities as well as international consumer-based travel markets through integrated sales strategies.

**Performance Measures:**

Inputs: 5 full-time employees in the Columbia-based office; 2 overseas contract representatives

Outputs:

- Participated in 22 domestic and international trade shows, which generated 1,941 qualified travel trade leads, and 10 international consumer shows
- Advertising initiatives discussed in Marketing function on 1
- Implemented 14 targeted direct mail campaigns
- Active memberships retained in 23 professional travel industry organizations and associations.
- Leveraged financial and human resources through 4 partnership initiatives. Partnership initiatives discussed in the Partnering/Technical Assistance function on page 15
- Educational initiatives discussed in the Education/Development function on page 18

Quality:

- Provides personal, immediate customer service to international travelers through in-country professional representation in the primary overseas markets of Germany and the United Kingdom
- Act as a clearinghouse of information on SC's tourism products for trade clients and provides external customers (industry partners) with qualified leads
- Recipient of 3 industry awards for superior domestic sales programs

Efficiency: Partnership programs targeting the domestic and international sales efforts represent a savings of **\$20,000** for SCPRT. Additionally, partnered industry partners to produce the SC Meeting Planners Guide and Group Tour Guide.

Outcomes:

- Meetings and Conventions: SCPRT was directly involved in booking **\$4,471,875** in meetings and conventions in South Carolina over the next 2 years.
- Group Tour (motorcoach): Nearly 310 motorcoaches representing nearly **\$1 million** register at one of the ten state Welcome Centers.
- Germans traveling to the US have increased annually at an average of 15% per year.
- The United Kingdom visitation has grown 10-15% for the last five years.

**Objective 2.:** To influence consumer travel decisions, extend visitor stays, encourage repeat business, promote non-traditional destinations by providing efficient, direct, and responsive customer service. This is to be accomplished through South Carolina Welcome Centers, SC PRT's Reception Center located in the central office, and the USA-800 tele-marketing center.

**Performance Measures:**

**Input:** 45 full-time employees at the 10 Welcome Centers located across the state; 3 full-time employees at the PRT Reception Center; contractual arrangement at USA-800

**Outputs:**

- Approximately 7 million visitors served through the Welcome Center program annually
- Nearly 8 million industry partner brochures distributed annually through the Welcome Center program.
- Participation in an average 5 domestic travel shows and/or events annually.
- Internal staff training initiatives include 6 product familiarization study tours annually for Welcome Center staff – see Education/Development function on 18
- Welcome Center program collects valuable visitor demographic data for the agency’s Market Research
- Welcome Center program provides accommodation and attraction reservation services free to travelers and at no charge to industry partners
- Welcome Center travel counselors generated a revenue of **\$4,215,067** via accommodations reservations.
- 447,212 general consumer inquiries, 22,350 requests for niche market materials, 659 domestic and international travel trade inquiries, and 9,082 international consumer inquiries (100% filled)
- Reception center travel counselors, utilizing SC Connect responded to 40,000 inquiries; USA-800 responded to 200,000 inquiries (see Marketing function on page 1)
- 1.1 million collateral pieces mailed to prospective visitors

**Quality/Customer:**

- Welcome Centers promote and provide discount coupons for travelers at no cost to our industry partners
- New computers allow Welcome Center visitors to obtain immediate, current road and weather conditions
- Welcome Centers offer translation services to international visitors
- Operation of the SC Welcome Centers is a cooperative venture between SCPRT, SCDOT, and the SC Commission for the Blind
- *Welcome Center employees wear only made in South Carolina attire*
- *Welcome Center program has earned the Travel Industry Association of America’s STAR award for the Most Innovative Program in the U.S. The centers’ point-of-sale renovation program also was awarded a Special Judge’s Award for success in three categories - - quality service, travel promotion, and tourism awareness – by the Travel Industry Association’s Awards for Excellence*

**Outcomes:**

Out-of- State Visitors to our Welcome Centers



**Leadership System, Deployment, and Trends:**

National – The group tour market represents a major link between the mass consumer market and travel-related products. The growing popularity of the entertainment industry in South Carolina has prompted the

group tour market to take a closer look at the state as a destination. South Carolina is strategically positioned to capture a share of this market and their spending.

The South is noted as a top region for attracting meetings. Positioned to take advantage of the trend of combining business and leisure travel, South Carolina is a natural meeting and convention destination.

International – PRT’s primary focus in the international market has been with those areas showing the best return for visitor growth – Germany, the United Kingdom, and Japan. German travel in the U.S. has demonstrated strong and consistent growth over most of the last decade, with an average annual increase of about 15% per year. Forecasters anticipate a 9% per year increase over the next ten years. The United Kingdom has grown 10-15% for the last five years. This trend is expected to continue.

PRT will continue to strength South Carolina’s international presence by driving the consumer to the trade utilizing integrated marketing and sales components.

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**Priority Ranking of Key Business Driver / Function:** 4 of 10

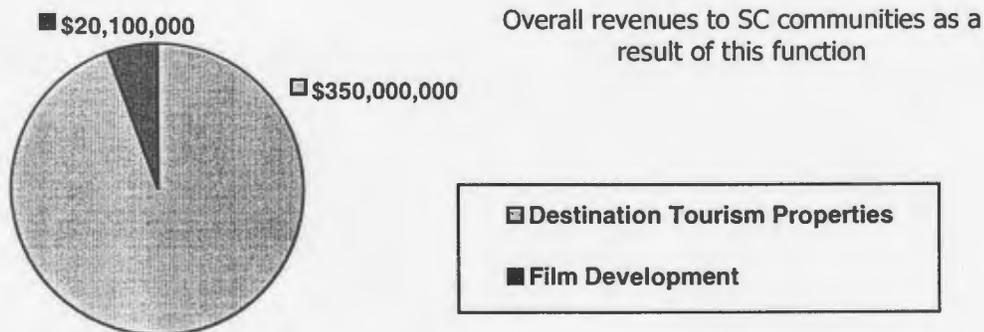
**Name of Key Business Driver / Function:** Film / Sports / Business Development

**Associated Budgetary Programs:** Development

**Cost of Key Business Driver / Function:** During FY 97-98, the SC PRT Film / Sports / Business Development function was funded by associated budgetary revenues necessary to cover budget of \$616,862.47

**Definition of Function and its Customer:** PRT’s Film / Sport / Business Development program serves its customer, South Carolina’s business and community leaders, by recruiting and facilitating investments in destination tourism properties, motion picture production, , and sports events for the purpose of community and economic development, job and wealth creation, and diversification of South Carolina’s economy.

**Program Goal:** The Film / Sports / Business Development seeks to increase the number and quality of capital investments in tourism destination properties, related entertainment facilities, and motion picture production. The function also seeks to develop a structure whereby the state can assist in retaining existing sports events, encourage new sports events and assist in the development of sports facility infrastructure for the growth of South Carolina’s sports tourism product.



**Objective 1:** To facilitate new and expanding destination tourism properties in South Carolina. Examples of destination tourism properties include Grand Dunes, Broadway at the Beach, and Barefoot Landing developments in Myrtle Beach, and Paramount/Carowinds expansions in York county, etc.

**Performance Measures:**

**Inputs:** Objective accomplished primarily via one full-time employee

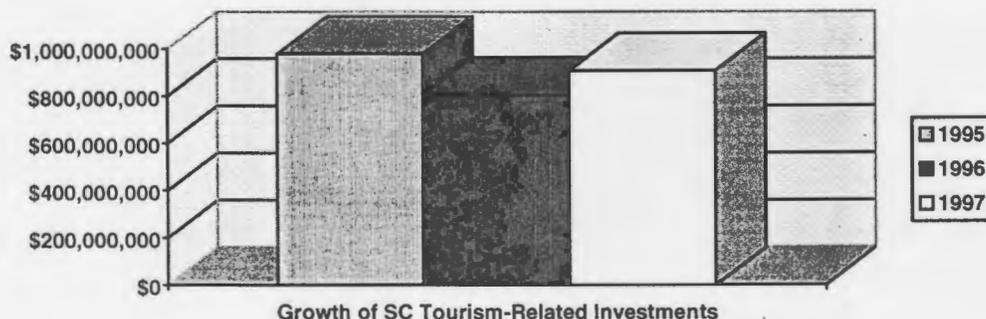
**Outputs:** Provided assistance to 23 projects investing in significant developments and expansions

**Efficiencies:** Cost of this initiative limited to staff time and related travel

**Outcomes:**

- Directly assisted projects which invested over \$320 million in direct revenues with an economic impact of over \$608 million to South Carolina communities
- Total capital tourism-related investments reported at \$979 million in 1997, a 21.8% increase over 1996
- Capital tourism-related investments created 7,381 new jobs with nearly \$100 million in wages
- Growth of capital tourism-related investments:

<u>1995</u>	<u>1996</u>	<u>1997</u>
\$979,201,390	\$804,325,363	\$908,108,104



**Objective 2:** To recruit and facilitate motion picture production in SC

Examples of motion pictures filmed in SC include: *GI Jane* in Beaufort County, *Day of the Jackal* and *Ace Ventura* in Charleston County, and *That Darn Cat* in Edgefield and Aiken counties, among others.

**Performance Measures:**

**Outputs:** Efforts resulted in four feature films, two made-for-television movies, 79 commercials, music videos and other projects filmed in the state

**Efficiencies:** Return on investment: Local communities realized \$32 for every \$1 the state invested in this function

**Quality:**

- Division Director was awarded the 1997 *Crystal Vision Award* from the Association of Film Commissioners International for leadership and contributions to the industry

**Outcomes:**

- This objective yielded over \$20.1 million in economic impact to SC communities
- Industry spent over \$10.25 million in this state

**Objective 3:** To develop a strategy whereby the state can create value for communities by increasing the number and quality of sports events that support the sports travel market

**Performance Measures:**

- Project met all time-lines established at its inception
- Project was under budget and used only minimal expenditures to accomplish its task
- Regular progress reports were given to the executive management

**Inputs:** Objective accomplished primarily via partnership with the Recreation, Planning and Design division of PRT and the SCANA corporation that contributed \$40,000 toward the cost of hiring a consultant

**Efficiencies:** Due to agency budget reductions, this initiative was financed with a 50/50 partnership with SCANA

**Outcomes:** Project currently in progress

**Leadership System, Deployment, and Trends:**

South Carolina is at an important juncture in the area of tourism development. Because of the work done in this new function, tourism projects are being recognized as an important part of economic development in South Carolina. Tourism projects are applying for and being granted economic development incentives that have historically been directed toward manufacturing concerns. The significant growth of tourism based investments, as well as their size and scope, are creating the need to develop economic development policy for the visitor-based industry. This policy will have lasting

effects on the future of the tourism industry in our state. This function will be working to craft a sustainable development policy that will guide our efforts and resources toward the "highest and best use" of our state's resources.

With respect to film development, the strength of the American dollar has resulted in increased production outside the United States, particularly in Canada, substantially increasing competition for lower budget television production. Up to 70% of television production now occurs in Canada, according to *The Economist*. South Carolina continues to promote itself as a good location for the production of motion pictures, and is in an excellent position to capture a greater market share when the industry cycles back into producing larger numbers of mid-budget feature films.

In the area of sports development, the function is awaiting the results of a study commissioned during this period. Several needs have emerged as a result of the process, including the need for a state-wide facilities inventory and events calendar. This function has begun assigning existing personnel time in anticipation of staffing and implementing a sports development offices such as those found in North Carolina, Alabama, and Texas among others.

- Isabel Hill, Film, Entertainment, and Sports Development

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**Priority Ranking of Key Business Driver / Function:** 5 of 10

**Name of Key Business Driver / Function:** Heritage Development

**Associated Budgetary Programs:** Development

**Cost of Key Business Driver / Function:** During FY 97-98, the SC PRT Heritage Corridor function was funded by associated budgetary revenues necessary to cover budget of \$532,814.98

**Definition of Function and its Customer:** The PRT Heritage Corridor Development function serves to develop and promote South Carolina's rich, unique cultural and historical resources while also assisting the development of the congressionally designated SC National Heritage Corridor (a 14 county area of SC). The development of the Corridor and its two designated Discovery and Nature Routes represent an opportunity to spread tourism's benefits to the rural areas of this state. Its customers are the citizens and communities of South Carolina as well as its visitors.

**Goal of the Function:** To define, develop, and facilitate the creation of a comprehensive, visitor-based infrastructure in the SC Heritage Corridor and South Carolina's rural communities.

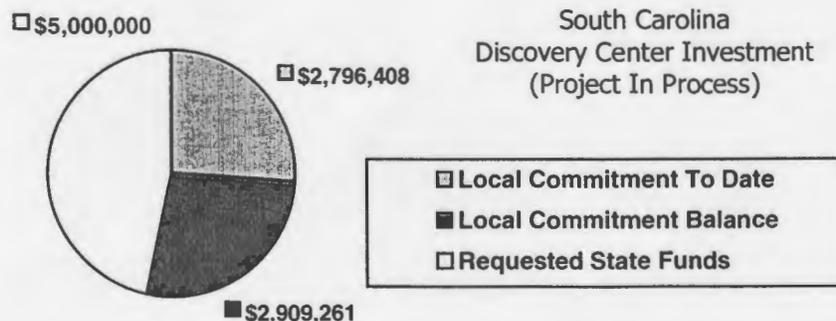
**Objective 1:** To plan and create the needed partnerships, facilities and investments for South Carolina heritage-based *Discovery Centers*. The purpose of these interpretive centers is to extend visitor stays and promote visitor-based expenditures in the Heritage Corridor area by utilizing as cross sales opportunities and as an informational base for the visitor.

**Performance Measures:**

- Project met majority of time-lines established at its inception
- Regular progress reports were given to the executive management

**Output/Quality:** Project investments raised through partnerships and funding efforts (shown in chart below)

**Outcomes:** Project currently in progress



**Objective 2:** To develop the infrastructure for the Heritage Corridor and its Discovery and Nature Routes by creating industry partnerships, packaging and developing local resources, researching other heritage tourism based initiatives in the U.S., seeking necessary financial support, and educating the public and local communities through collateral, workshops, and conferences.

**Performance Measures:**

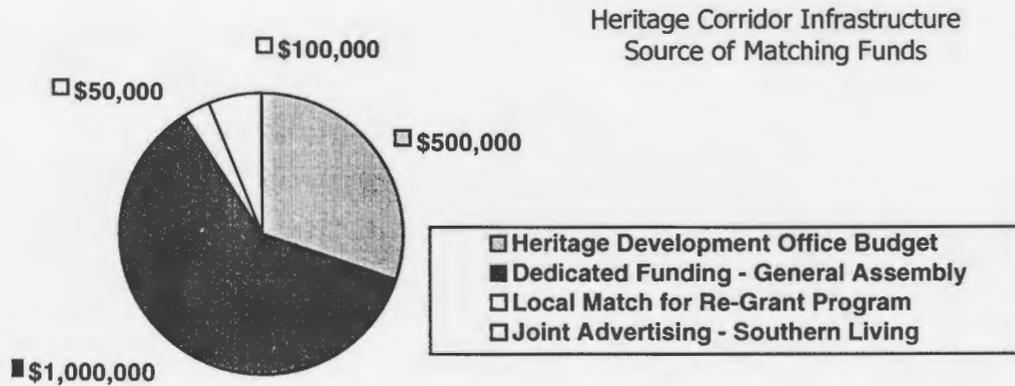
- Project met majority of time-lines established at its inception
- Regular progress reports were given to the executive management

Inputs: The outcomes of local workshops conducted, informational material disseminated, and the hosting of the Southern Heritage Tourism Conference are expressed in the agency's Education/Development function on page 13

Output/Quality: Project investments raised through partnerships and funding efforts (shown in chart below)

Quality: To form the partnerships and relationships crucial to the formation of the Corridor, 7 full-time employees actively serve on 28 leadership boards and affiliations.

Outcomes: Overall project still in process



**Leadership System, Deployment, and Trends:**

Community development is the base on which successful economic development takes place. As a practice and a field of study, various community development programs have been around for some time, enough time to know some of what works and what does not. Previous efforts, whether economic development or human services, often were oriented from weakness rather than strength. In other words, communities were told what they lacked and an effort was made to address those needs. Often then, the most assistance was given to the most needy and those least able to capitalize on available assistance at hand.

In the last decade, a new philosophy has emerged that attempts to work from an existing base of assets and help communities identify strategic opportunities to build on for their future. Where heritage tourism has the most promise is that it is market driven – currently the fastest growing market segment within the fastest growing market in the world – and as such, a growing market by definition creates economic opportunity. Every community has some potential based on its natural environment and unique story. But with nearly 400 heritage areas in some form of development nationally, inherent in any particular area's competitiveness will be an assessment of the opportunity related to other communities and efforts around it. Thus, new entrants to the market must look strategically at neighboring areas and available partnerships in order to compete effectively.

Within the heritage tourism industry, programs blend preservation, conservation and education with small business, recreation and tourism development. The combined effort allows successful communities to maintain local character and enhance the quality of life of citizens through sustainable economic development. Packaging and at the same time protecting a fragile way of life – especially under the stress of unchecked growth or decay – can be difficult to achieve but certainly much more doable with potentially significant economic consequences at stake.

– Curt Cottle, Director, Heritage Tourism Corridor Development

## Plan for the South Carolina National Heritage Corridor



**Priority Ranking of Key Business Driver / Function:** 6 of 10

**Name of Key Business Driver / Function:** Recreation / Planning / Engineering

**Associated Budgetary Programs:** Development

**Cost of Key Business Driver / Function:** During FY 97-98, the SC PRT Recreation / Planning / Engineering function was funded by associated budgetary revenues necessary to cover authorized budget of \$7,034,246.90 (expenditures of \$1,118,352.30 and total of grants programs \$3,976,395.88)

**Definition of Function and its Customer:** The Recreation / Planning / Engineering function of PRT serves its external customers, the citizens and visitors of South Carolina, and its internal customers, as a service and development function. This key business driver provides services that ultimately contribute to a state-wide coordinated parks, recreation development, and resource conservation effort.

**Goal of the Function:** To assist the development of local parks and recreational areas with technical assistance, grants administration, state-wide planning, engineering, and construction expertise.

**Objective 1.1.:** To develop special recreation-enhancing projects such as the designation of the Savannah River Scenic Highway as a National Scenic Highway

**Performance Measures:**

- Project met all time-lines established at its inception
- Project was funded through a Federal Highway Administration grant, utilizing in-kind services as the state match
- Regular progress reports were given to the executive management
- Enables the State to pursue millions of federal grant dollars for enhancements and marketing along the highway, ultimately promoting visitation and visitor spending

Qualities: A partnership with the SC Department of Transportation and the Federal Highway Administration was created to develop the management plan

Outcomes:

- Project currently in progress
- Qualifications for funding have been filed – currently awaiting approval

**Objective 1.2.:** To develop special recreation-enhancing projects such as the development of a State Trails Plan

**Performance Measures:**

Identifies existing and planned trails throughout the state and provides for its state-wide promotion

Inputs: Objective accomplished primarily via one full-time employee

Outputs: Promoted the State Trails Plan through various education-based conferences, the development of a Web site, and through the dissemination of collateral – included in the overall Education / Development function of PRT

Efficiencies: Cost of this initiative limited to staff time and related travel; partially offset by Federal grant money

Outcomes:

- The administration of National Recreation Trails Fund - awarded *grants* to 34 projects totaling \$443,823 and *awards* of \$114,500 for the construction of the Palmetto Trail to Natural Land Trust, Sumter County and Palmetto Conservation Foundation through the administration of Palmetto Trails Fund

**Objective 1.3.:** To develop special recreation-enhancing projects through local community assistance in the technical design of parks, trails, and other resource-based amenities

**Performance Measures:**

Outputs: Provided technical assistance to include park designs, trails and other resource-based amenities to over 70 communities across the state

Quality/Customer: Surveyed key recreation resources managers, planners, and users about recreation issues, missions, and projects to identify gaps and potential focus areas.

Outcomes: Resulted in 70 communities receiving recreation-enhancing services

**Objective 2.:** To award grants for local community recreation efforts

**Performance Measures:**

Outputs:

- Awarded 9 grant projects totaling \$305,750 from the Recreation Land Trust Fund
- Parks and Recreation Development (PARC) included the approval of 115 new projects in the amount of \$1,563,451.62

Outcomes: Total amounts of grants awarded shown in table below

**RECREATION GRANTS AND AWARDS**  
**FY 1997-98**

<b>Park and Recreation Development Fund</b>	<b>\$1,563,451.62</b>
<b>Recreation Land Trust Fund</b>	<b>\$ 305,750.00</b>
<b>National Trails Fund</b>	<b>\$ 443,823.00</b>
<b>Palmetto Trails Fund</b>	<b>\$ 114,500.00</b>

**Objective 3.:** To provide services to other state and private industries through engineering, planning and construction and Geographic Informational Service (GIS) expertise

**Performance Measures**

Outcomes:

- Completed design and construction of horse stables, water system, and completed design of kitchen addition, completed design and began construction of comfort station, tractor shed and two ponds – H. Cooper Black Memorial Field Trial Area
- Geographic Information System (GIS) completed 10 projects affecting: SC Department of Natural Resources, ESRI-ARC User Group, City of Abbeville, Palmetto Trails, Inc., SC Forestry Commission, Appalachian Council of Governments, and Federal Highway Administration.
- Designed soccer field complexes for Camden and Richland Counties
- Partnered with SC Department of Natural Resources to develop plans for ACE Basin visitor centers

**Objective 4.:** To provide engineering, planning and partnering services to PRT customers

**Performance Measures:**

**Outcomes:**

- Completed 35 projects relating to visitor services for SC Welcome Centers and State Park Service
- Completed 60 projects relating to infrastructure, regulatory, resource management, master plans, and administration and operations for the State Park Service
- Partnered with SC Department of Natural Resources to develop plans for the Edisto Beach State Park Center of Excellence
- Partnered with SC Department of Health and Environmental Control Water Resources on aquifer monitoring on all upstate State Parks
- Partnered with Pickens County and Federal Highway Administration on the design and construction of the Oolenoy visitors center

**Quality:** Created partnerships with the SC Forestry Commission, SC Department of Natural Resources, SC Department of Health and Environmental Control, Pickens County, and the Federal Highway Administration

**Efficiencies:** Grant monies were used to complete the above referenced partnership projects

**Leadership System, Deployment, and Trends:**

**Envisioning the Future:** 1) Our role will be to continue to provide leadership in our areas of expertise. We will continue to increase our partnerships, both internally and externally, in offering opportunities for economic development in recreation, while providing guidance to assure the preservation of our natural, social and cultural integrity and heritage. 2) There will be an increased emphasis on sustainable design and development as well as utilizing sustainable products in construction. 3) We will be increasing our role in marketing state-wide recreation and trails opportunities. 4) We will be increasing our customer base in the GIS program area. 5) We will continue to seek grants and other funding sources for planning and construction projects. - Beth McClure, Director, Office of Recreation, Planning, and Engineering

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**Priority Ranking of Key Business Driver / Function:** 7 of 10

**Name of Key Business Driver / Function:** Partnering / Technical Assistance

**Associated Budgetary Programs:** Tourism Marketing; Development; State Parks System

**Cost of Key Business Driver / Function:** During FY 97-98, the SC PRT Partnering / Technical Assistance function was funded by associated budgetary revenues necessary to cover budget of \$4,052,892.00

**Definition of Function and its Customer:** PRT's Partnering and Technical Assistance function is vital to the health of South Carolina's visitor-based industry. Implementation takes place through the relationships and expert assistance that we are able to provide to our customer - the visitor-based industry and communities of this state. Additionally, in these times of budget reductions, PRT's objectives could not be met without new mutually beneficial partnerships with non-PRT entities.

**Goal of the Function:** To increase PRT's effectiveness in the promotion, development, and preservation of South Carolina's unique natural and cultural resources by creating partnerships, financial assistance, and providing technical expertise and assistance.

**Objective 1.:** To provide non-PRT resources toward the accomplishment of South Carolina visitor-based initiatives via:

- Corporate and Private Partnerships
- Volunteer Services – fundraising, staff and program support
- Cooperative Associations
- Professional Contact Representation

**Performance Measures:**

**Quality:** PRT's group tour market area garnered 2<sup>nd</sup> place in the American Bus Association's national award for Direct Mail

**Efficiencies:**

- PRT's group tour market area raised \$17,000 toward creating a new Direct Mail campaign
- Partnerships with non-PRT entities targeting key domestic group tour operators represented a savings of \$16,700 to SC PRT

Outcomes include but are not limited to:

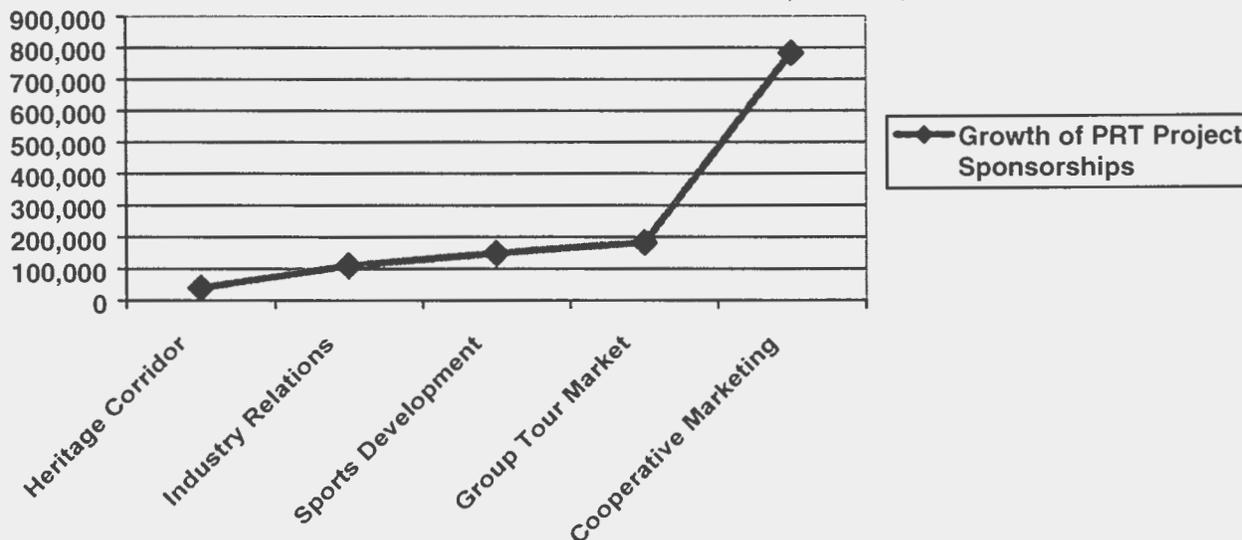
Donated Project **Volunteer Hours** (is not all-inclusive)

State Park Service: **92,455**

Industry Relations: **389**

- The growth of sponsorships and volunteer hours are a direct result of PRT employees continuing to find alternative ways to achieve their goals and initiatives despite budget fluctuations.
- SC Partnership Marketing Program generated **\$1,321,758** in leveraged advertising dollars
- Travel Guide advertising revenue subsidized SC PRT print and production costs by **\$440,000**

Please note: This sponsorship list is not all-inclusive



**Objective 2.:** To provide partnerships, technical expertise and assistance to those South Carolina communities / entities with a desire to enhance their visitor-based initiatives. This is to be accomplished via:

- One-on-One Strategic Planning
- The Distribution of Self-Driven Marketing Implementation Materials
- Tourism Research publications and special studies

**Quality/Customer:** Partnerships create those relationships with our customers that contribute to PRT's overall goal of being seen as an industry leader

**Outcomes:**

- The Heritage Corridor office conducted 2 one-on-one *Hometown Discovery* workshop series. The series average 5 weeks of studies and research to determine potential marketable products for Pickens and Bennettsville, SC – result was the organization and creation of a viable marketing development plan for the town's potential visitor industry
- Other partnership / technical expertise initiatives include but are not limited to:
  - *Carolina Backcountry* – a consortium between the states of North Carolina and South Carolina to jointly promote revolutionary era attractions
  - The *See Wee Center* partnership
  - Partnership with the SC Downtown Development Association
  - Marketing Survey performed for the town of Elloree
  - State-wide Gap Analysis studies performed through 4 regions – used to determine appropriate project assistance needs
  - Those critical partnerships developed to create the destination tourism development initiative (detailed in the Film, Sports, Business Development function of this report on page 8)
  - Numerous partnerships with local Convention and Visitors Bureaus, communities, Chambers of Commerce, other State agencies within and without South Carolina and over 30 industry association partnerships as well as PRT-based conferences and forums. Example: The SC Recreation Resources Forum promoted partnerships and increased communication between local, state, federal, and private

organizations concerned with outdoor recreation resources management and use. This identified organizational mission statements and key contact people in each group, as well as interest in partnerships and major issues facing managers, planners, and users. A *Recreation Resources Network* publication was developed and distributed to all respondents, attendees at the Recreation Resources Forum, and approximately 40 others.

**Objective 3.:** To enhance the tourism marketing efforts of industry partners by providing qualified leads via the *PRT Tourism Inquiry Program (TIPS)*. Approximately 90% of all inquiry leads come directly from advertising / marketing initiatives.

**Outcomes:** An average of **550,000** leads distributed to over **65** industry partners

**Objective 4.:** To provide financial assistance for innovative, creative and effective marketing projects at the local community level through the *Tourism Marketing Partnership Program (TMPP)*. Grant recipients include community festivals, events, public sector organizations and destination marketing organizations. Each organization must match between 50-60% of funding.

**Inputs:** Qualified applicants – 197

**Outcomes:** Applicants awarded - 130

**Outcomes:**

	<u>FY 95-96</u>	<u>FY 96-97</u>	<u>FY 97-98</u>
Grants Approved	253	237	130
Objective's Budget Allocation	\$2.6 million	\$2.6 million	\$2.4 million

**Leadership System, Deployment, and Trends:**

**CHALLENGE:** Travel Industry Association of America reports an average increase in state tourism marketing budgets of 31% since 1994. Conversely, South Carolina's marketing budget has decreased 28% during the same time period - resulting in a corresponding decline of 23% in visitor inquiries. To lessen the impact of declining marketing dollars, SC PRT has implemented a number of cooperative partner advertising programs to leverage limited financial resources while increasing public relations efforts to generate positive image stories on the state as a visitor destination.

To this end, SC PRT recognized the importance of industry partner inclusion in its planning processes as well. Leadership goals and objectives contained within the marketing plans called for the inclusion, participation, involvement and feedback from industry stakeholders in program development and implementation.

As dollars become scarce, industry stakeholders look to PRT for assistance. While its dollars are scarce, the SC PRT staff provides professional skills and knowledge to the private sector. This may come in the form of education, research, product assessment and / or development assistance.

As with SC PRT staff, the resultant efficiencies achieved by leveraging limited human and financial resources have provided partners with a proprietary investment in the ultimate success of the Agency's goals, marketing programs, and projects.

**Priority Ranking of Key Business Driver / Function:** 8 of 10

**Name of Key Business Driver / Function:** Education / Development

**Associated Budgetary Programs:** Tourism Marketing; Development; State Parks System

**Cost of Key Business Driver / Function:** During FY 97-98, the SC PRT Education / Development function was funded by associated budgetary revenues necessary to cover budget of \$1,760,285.30

**Definition of Function and its Customer:** PRT's Education / Development function is a comprehensive informational endeavor that includes visitor-related collateral, conferences and workshops that PRT hosts, industry / trade representation as well as State Parks' educational interpretive programs. The customer of this function is, directly or indirectly, the potential visitor of South Carolina. This function also includes the development of our staff through internal training functions.

**Goal of the Function:** To meet the needs of overall visitor inquiries and to create an understanding of South Carolina's attractions, and unique cultural / historical resources through our provision of a variety of educational initiatives.

**Objective 1.:** To educate the public of the national and regional value, and significance of South Carolina's local natural, cultural and historic resources via:

- Educational Printed Material – brochures, newsletters, maps, industry research, etc.
- Workshops and Conferences
- Industry Trade Shows

**Performance Measures:**

Outputs:

- Industry research conducted through PRT's Market Research area yielded the Travel Barometer, Annual Tourism Industry Report, and the Niche Market Reports as well as other educational material for the visitor-based industry.
- Agency was represented in over 40 industry trade shows which provided an opportunity to educate both the public and the travel trade on SC's tourism products.
- Over 1.1 million pieces of visitor-based information collateral distributed (maps, brochures, etc.)
- Over 20,000 issues of *Park View* publication mailed
- PRT-hosted conferences and workshops were attended by representatives from over **25 states** as well as international origins; and total attendance of all PRT-hosted or PRT-partnered conferences and workshops exceeded **6,000 people**

Quality/Customer:

- PRT's participation in industry trade shows creates professional relationships with our industry partners as well as providing a rich educational base
- Focus groups are created to determine needs before and after PRT-based conferences are initiated. Focus Groups are composed of conference stakeholders, representatives that hold a major role in the conference, from area hotels, Convention and Visitors Bureaus, to attendees. This provides a truly effective focus for the conference and creates enthusiasm for South Carolina.
- Customer feedback surveys are performed by the majority of conference / workshop attendees. Overall, the majority of attendees reported a satisfaction rating of **Very Satisfied**. Also, any suggested new focuses for future conferences / workshops were considered.

Outcomes:

- Market Research publications were used by South Carolina's visitor-based industry as a tool to determine local strategic planning efforts for this state
- The good will, increased networking and dissemination of information that are the results of our comprehensive educational effort present immeasurable, widespread, and positive impacts on our state and its visitor-based industry.

**Objective 2.:** To educate the public of the national and regional value, and significance of South Carolina's local natural, cultural and historic resources through the State Park Service Nature-Based Interpretive Programs

**Performance Measures:**

Quality:

- To ensure consistent quality and to look for ways to improve our product, the park service is currently working with Clemson University to develop both short term and long term evaluation methodology. Guidelines have been established and programs are being developed which will correlate organized school programs in state parks with the Department of Education's curriculum.
- Personal feedback to the State Park employee from interpretive program attendees report a high satisfaction level

Outcomes:

- **Half a million** park visitors participate in educational programs and services each year

**Objective 3.:** To continue providing excellent service by way of fulfilling visitor requests for information and to improve on that process to the benefit of the customer

**Performance Measures:**

Quality:

- Priority mailed requests have an improved turn-around time of 1-5 days from a previous 1-2 weeks
- With requests directed at our PRT home page, visitors receive instant information

Outcomes:

Approximately 1.1 million collateral pieces were mailed during FY 97-98 (Conversion studies were not in place FY 97-98 but will yield results for FY 98-99)

**Objective 4.:** To develop PRT staff skills, network interaction, and enhance partnerships through professional memberships and internal training

**Performance Measurements:**

**Quality:** State Park Service and *Welcome Center* in-house development incorporate customer service into the curriculum  
**Outcomes:**

- PRT staff held active memberships in over 30 professional associations
- *Welcome Center* staff must complete 2 years of employment, participate in 6 state "familiarization" trips, and pass a comprehensive test in order to qualify for promotion – current staff has 95% pass rate
- State Park Service
  - includes but is not limited to Law Enforcement Training, Basic Building Concepts, Basic Park Administration, Journeyman Electrical Certification Preparation, Basic Arborist, and others

	<u>FY 95-96</u>	<u>FY 96-97</u>	<u>FY 97-98</u>
Variety of Training Programs Offered Centrally	27	19	38
Certification and Exam Pass Rate – 95%			

**Leadership System, Deployment, and Trends:**

Providing quality educational materials and services to the potential South Carolina visitor is key to the marketing and promotion of our State. By showcasing the natural and cultural resources that our state has to offer, our visitor's inquiry needs are met and our attractions are made known, understood, and valued.

The development and retention of talented PRT staff is vital to the success of the organization. PRT reinforces the quality of our services by providing internal development programs created to increase specific job skills and overall customer service.

**Priority Ranking of Key Business Driver / Function:** 9 of 10

**Name of Key Business Driver / Function:** Niche Product Development

**Associated Budgetary Programs:** Tourism Marketing; Development

**Cost of Key Business Driver / Function:** During FY 97-98, the SC PRT Niche Product Development function was funded by associated budgetary revenues necessary to cover budget of \$1,033,879.44

**Definition of Function and its Customer:** PRT's Niche Product Development function creates a new awareness and appreciation of South Carolina's smaller markets. By providing technical expertise and assistance our customer, the niche industries of this state are able to increase their presence in the visitor industry.

**Goal of the Function:** To identify and assist in the development of specific, niche visitor markets in order to promote South Carolina's unique cultural and natural resources.

**Objective:** To assist in the growth and development of the following niche markets in South Carolina:

- African-American Heritage
- Nature-Based Tourism
- Cultural / Historical Resources
- Local Artisans
- Meetings and Conventions (esp. in smaller visitor destinations)
- Bed & Breakfasts

**Performance Measures:**

- In FY97-98, the Niche Product development function was a project *in process*. Initiatives were primarily devoted to research, the development of educational materials, and the establishment of community-based partnerships.
- Project met all time-lines established at its inception
- Project was under budget and used only minimal expenditures to accomplish its task
- Regular progress reports were given to the executive management

**Outputs:**

- Produced the nature-based tourism Birding Guide and the Bed and Breakfast Guide
- Produced the *Meeting Place* newsletter for Meetings and Convention promotion
- Marketing initiatives were focused on these markets as well as the larger markets

- Quality: Industry team created to evaluate potential Nature-based educational workshops.
- Outcomes:
- Assisted in the development and establishment of the SC Artisan's Center which currently promotes South Carolina's local artisans
- Overall project currently in progress

**Leadership System, Deployment, and Trends:**

SC PRT's marketing strategy is to develop and extend an umbrella image brand awareness of the state's extensive and diverse product line. The primary strategy is to position dominant products, such as beaches and golf, and to provide springboards of opportunity for lesser known, developing or niche products. The Tourism Marketing Partnership Program (TMPP) is just one way that PRT has created a structure of providing opportunities for new development in these niche products.

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**Priority Ranking of Key Business Driver / Function:** 10 of 10

**Name of Key Business Driver / Function:** Administration / Management

**Associated Budgetary Programs:** Executive and Administrative

**Cost of Key Business Driver / Function:** During FY 97-98, the SC PRT Administration / Management function was funded by associated budgetary revenues necessary to cover budget of \$2,626,429.95

**Definition of Function and its Customer:** The Administration/Management function encompasses all core internal, service and management oriented functions. Its customer is PRT staff – directly, and through our managed cooperative efforts the South Carolina visitor is our customer.

**Goal of the Function:** To continue those functions that serve as the vital infrastructure of our agency while implementing new initiatives of team work to solve problems.

**Objective 1.1.:** The creation of an on-going, cross-functional, inter-office team to research and compose a plan for the improvement of PRT core processes. The first process on which a PRIDE team focused was the improvement of internal communications.

**Performance Measures:**

- Project met all timelines established at its inception
- Project was under budget and used only minimal expenditures to accomplish its task
- Potential Barrier – change in executive leadership of the agency, team met with agency head and was fully supported to continue its effort
- Regular progress reports were given to the steering committee

**Quality/Customer Feedback:** Two agency-wide surveys were conducted to determine the general perception of the current state of PRT's internal communications and suggestions were solicited. All major suggestion trends were implemented into the team's final recommendations.

**Outcomes:**

- Project completed on time and recommendations were given to steering committee
- Recommendations for the improvement of internal communications being implemented FY98-99

**Objective 1.2.:** To enhance the productivity and effectiveness of PRT personnel performance through the development of an integrated and comprehensive agency-wide *Marketing Plan*

**Performance Measures:**

**Inputs:** PRT offices directly involved - Heritage Tourism, Tourism Sales, Marketing; PRT offices indirectly involved – Park Service, Film, Education and Sports Development

**Outputs:** Plan completed 5/97

**Quality:** All staff from "input" offices participated in the team-oriented development of the plan

**Quality:** At the end of the fiscal year, the team reviewed the plan for any obstacles or changes during its implementation

**Outcomes:** Over 80% of all 97-98 marketing initiatives have been met

**Objective 1.3.:** The creation of a cross-functional, inter-office team to research and compose a comprehensive, improved Park Service management plan. The plan is known as *Parks Vision 2000*

**Performance Measures:**

- Project met all timelines established at its inception
- Project was under budget and used only minimal expenditures to accomplish its task
- Regular progress reports were given to the executive management

Quality/Customer Input: The development team consisted of multi-level, multi-office PRT staff as well as park visitors, the customer.

Outcomes:

- Project completed on time and recommendations were given to executive management
- Recommendations for the improvement of SC Park Service being implemented FY98-99

**Objective 2:** To promote travel in the state of South Carolina via an overall *World Wide Web* presence.

**Performance Measures:**

Outcomes: 1,036,412 hits and 138,132 visitors on the SC PRT Internet home page in FY 97-98

**Leadership System, Deployment, and Trends:**

Leadership is an important and necessary tool that provides the means for the Agency to meet its responsibilities – with an internal and external focus. In the role of coordinating the various partners, constituents, and citizens benefiting from the Agency functions, integral motivation and organization through leadership creates the success of our organization.