

Accountability Report Transmittal Form

Agency Name **S. C. Department of Natural Resources**

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Agency Director **Paul A. Sandifer**

Agency Contact Person **Larry D. Cartee**

Agency Contact's Telephone Number **803-734-3991**

SECTION I
EXECUTIVE SUMMARY
2000/2001 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES
August 31, 2001

The quality and abundance of South Carolina's natural resources creates a wealth that is unsurpassed by other states and regions of the country. These resources bring an enviable quality of life to our citizens so as to attract and sustain business activity which translates into economic wealth for all South Carolinians. A recent survey conducted by the U.S. Fish and Wildlife Service revealed that state residents and non-residents spent **\$1.5 billion** on wildlife-associated recreation in South Carolina. For fishing and hunting alone, these expenditures translate into an economic impact of almost **\$2 billion**. With a total agency budget of approximately \$74 million, the \$1.5 billion in expenditures represents a return on investment of just over a **\$20 bill for every dollar** expended by the S.C. Department of Natural Resources. These figures signify the substantial business and financial results that provide a benchmark for identifying benefits from the programs of the DNR.

During FY 2000-2001, the S.C. Department of Natural Resources operated its programs based upon the DNR Board Strategic Plan entitled *The Natural Resources Agenda: A Strategy for Managing South Carolina's Natural Wealth*. As a result, the DNR implemented the plan's primary goals and strategies to accomplish significant results and major achievements over the past year. Some of these major achievements include the following: 56,807 cumulative acres acquired and protected by the Heritage Trust Program through the calendar year 2000; 1,141,726 acres of Wildlife Management Area lands were managed for public use and enjoyment in 2000; a total of 612 natural and cultural elements have been protected by the Heritage Trust Program through the year 2000; 27,330 children participated in Conservation Education Programs in 2000; 300,000 SCDNR Web Page visits per month for a total of 3,600,000 visits per year for FY 2000-2001; the annual Human Affairs report reflected that the DNR reaches 82.1% of its goals for the most recent evaluation period which was a 9.7% increase in goal attainment from the previous year; recorded 134 non-fatal and 15 fatal boating accidents in FY 00/01 with the 15 fatal accidents being an all-time low; implemented the Coastal Watch Program in 2000 to promote public involvement in natural resource protection; secured the comprehensive modernization of coastal fisheries laws through passage of the 2000 Marine Resources Act; 46 public dove fields were made available for public hunting; hunting and fishing license were made available for purchase to the public on the DNR Web Page; took possession and initiated actions to protect the Morris Island Lighthouse; the S. C. Lands Legacy Initiative was implemented with the DNR as a partner; stocked brook trout, the state's only native trout species, in public waters for the first time in twenty years; and over 8.5 million fish were stocked in state waters during the year 2000.

In the DNR's Strategic Plan, the agency's mission is stated as follows: "*The South Carolina Department of Natural Resources is the advocate for and steward of the state's natural resources and is proactive in protecting the state's natural resources for use and enjoyment by future generations of South Carolinians. The DNR develops and implements policies and programs for the conservation, management, utilization, and protection of the state's natural resources based upon scientifically sound resource assessment and monitoring, applied*

research, technology transfer, natural resources planning, public education, outreach, technical assistance and customer involvement.” The DNR accomplishes its mission through its values based upon an agenda that encompasses these components:

1. Places the resource first through the permanent protection and management of habitat and cultural (archaeological) resources of special significance.
2. Protects human life, property natural resources and the safety of the persons using those resources.
3. Manages natural resources under its jurisdiction sustainably and as a system, insuring their long-term integrity and diversity.
4. Uses the best available sound scientific and technical information in making natural resources decisions.
5. Conducts applied research to improve the base of scientific knowledge upon which natural resource management decisions are based.
6. Protects, manages and enhances the current and future public’s use and enjoyment of South Carolina’s fish, wildlife, aquatic, soil water geological and cultural resources.
7. Educates and effectively communicates with the public about South Carolina’s natural resources and environment, and provides accountability by routinely involving the public in the department’s decision-making processes.
8. Speaks for the state’s natural resources in commenting on proposed alteration to the environment.
9. Maintains an agency culture that continuously seeks to improve operations and Effectiveness in a professional manner for its employees and customers.

There are a variety of opportunities and barriers that may affect the DNR’s success in fulfilling its mission and achieving its strategic goals. The agency will continue to implement the DNR Board’s vision of placing highest priority on protecting and managing the state’s natural resource base through the permanent protection and management of habitat and cultural resources of special significance. In the next year, a major legislative effort for habitat conservation and permanent land acquisition will be continued along with the agency’s partnership in the S.C. Lands Legacy Initiative. In addition, new sources of federal and private funds will be actively pursued for the protection and management of natural and cultural resources. Actions to protect human life and property will be emphasized through enhanced law enforcement activity and boater/hunter education programs so as to continue to reduce accidents and the loss of life and property. The development and application of the best available scientific information will serve as a focus area in the agency’s mission of managing and protecting natural resources. Public outreach and education efforts through the DNR Web Page, legislative proposals from publicly appointed advisory committees, an open public policy process and the agency’s educational programs will provide a basis for maintaining and improving relationships with the DNR’s constituents and stakeholders. The major barrier to continue to fulfill the agency’s mission will be the restoration of the \$7 million in budget cuts implemented in the DNR in FY 2001-2002. These reductions affect all of the agency’s programs and the ability to meet the mission established for the DNR by statute and the DNR Board. In addition, finding new and adequate funding sources are of utmost importance and serves as a barrier in the DNR’s success to its highest priority of permanently protecting and managing the unique habitat and cultural resources of South Carolina.

SECTION II
BUSINESS OVERVIEW
2000/2001 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES
August 31, 2001

The SCDNR had 930 full-time equivalent positions based upon the 2000-2001 Appropriations Act. The agency's operations are located statewide in all 46 counties of the state. The major operational locations are the Columbia offices located in the Rembert C. Dennis Building, the Affinity Building, 2221 Devine Street and at #5 Geology Road; the Dennis Wildlife Center at Bonneau; the Marine Resources Center at James Island; and the Waddell Mariculture Center located at Bluffton. The Land and Water Conservation District offices are located in each of the 46 counties of the state primarily in each county seat. In addition to the Marine Resources Center at James Island, the marine program operates regional offices in Beaufort and Georgetown. There are nine Law Enforcement districts that operate statewide and their offices are located in Clemson, Edgefield, Barnwell, St. George, Ridgeland, Bonneau, Columbia, York, Florence, Conway, Port Royal, Charleston, and Georgetown. The Freshwater Fisheries district field offices are located at Pendleton, Abbeville, Greenwood, Rock Hill, Bonneau, Barnwell, Florence, Columbia, Eastover, Lexington, Greer, Bennettsville, and Bonneau. Freshwater fisheries hatcheries are located at Newberry(Glenmore Shirey Hatchery), Barnwell(Barnwell Hatchery), West Columbia(Cohen Campbell Hatchery), Cheraw(Cheraw Hatchery), and Mountain Rest(Wahalla Hatchery). Wildlife Diversity field offices are located at Columbia, Green Pond, Rock Hill, Charleston, Georgetown and Pendleton. Wildlife management field offices are located at Clemson, Greenwood, Union, Bonneau, Garnett and Georgetown. The agency also operates the Samworth and Santee Delta WMA at Georgetown, Santee Coastal Reserve at McClellanville, ACE Basin /Donnelley WMA at Green Pond, Bear Island WMA at Green Pond, and the Yawkey Wildlife Center at Georgetown.

The SCDNR's key customers includes all the people of South Carolina, as well as, non-residents, especially those people that enjoy either actively or passively the natural resources of the state ranging from the mountains to the coast. Based upon the most recent survey by the U.S. Fish and Wildlife Service conducted by the Bureau of the Census, there were 1.1 million participants in the state in wildlife associated recreation, age 16 and over. Of this total, 674,000 engaged in fishing, 243,000 hunted and 829,000 participated in wildlife watching activities to include observing, feeding or photographing wildlife. The fishermen and hunters participated in 14 million days of fishing and 6.5 million days of hunting. Included in this customer base are the 688,000 residents and non-residents that purchased hunting and fishing licenses from the SCDNR. In addition, other key customers include the following: over 2000 landowners participating in the Antlerless Deer Quota Program; 900-1000 landowners/pond consultations per year; over 340,000 active boat registrations; 850,000 records submitted annually to county treasurers for tax purposes; over 27,000 children participating in conservation education programs; 60,000 subscribers to the *S.C. Wildlife* magazine; 46 Land and Water Conservation Districts; over 6000 requests for cartographic products; 300,000 visits per month to the SCDNR Web site; approximately 275 requests/year for hydrological data and technical assistance; over 5000 individuals and requests for watershed and river corridor planning technical assistance; utilities and reservoir owners affected by nuisance aquatic plant species in public waters; public and private requests for climate data , geological maps and information; other state, federal and local government agencies; universities and colleges; commercial/recreational fishermen; planning agencies; etc.

The SCDNR has a diversity of suppliers that provide inputs for the agency's operations. This has evolved as the SCDNR has maintained a traditional focus to develop partnerships and cooperative efforts with state and federal agencies to include: the Department of Health and Environmental Control; Parks, Recreation and Tourism; Forestry Commission; Department of Commerce; Sea Grant Consortium; Medical University of South Carolina; Clemson University; Francis Marion University; College of Charleston; University of South Carolina; State Technical Education System; U.S. Fish and Wildlife Service; U.S. Forest Service; National Marine Fisheries Service; U.S. Coast Guard; National Oceanic and Atmospheric Administration; and the Natural Resources Conservation Service to name a few. In addition, partnerships with private organizations have included The Nature Conservancy, Duke Energy, Crescent Timber, Champion Timber, various land trusts, National Wild Turkey Federation, Ducks Unlimited, Quail Unlimited, Trout Unlimited, the Palmetto Conservation Foundation and the S.C. Sportsmen's Coalition. Other suppliers of inputs to the SCDNR are as follows: 46 fields and over 1700 acres of private land for public dove fields; timber companies, U.S. Forest Service and private individuals to the 1.1 million acre Wildlife Management Area Program; federal grant agencies providing over \$4 million for marine resources research and monitoring projects; 524 environmental permit applicants related to commercial and residential development; 50-100 requests/year for resource planning and stewardship assistance; over 200 communities identified as flood hazard areas; city, county and regional water authorities; local river management and conservation organizations; over 3000 surface acres of water bodies treated to control nuisance aquatic weeds; approximately 2 million data streams received by the State Climate Office; SCDNR Advisory Committees; Deputy Law Enforcement Officers; boating dealers, marinas, sporting goods dealers and manufacturers; vehicle dealers; ATV dealers; law enforcement suppliers; agricultural and wildlife management suppliers; pond and aquaculture owners/operators; commercial fishermen; shooting preserves; hunting guides and lodges; commercial and recreational oyster leases/bottoms; and the state's natural habitat that provides a valuable supply of natural resources for management and protection by the SCDNR.

The SCDNR has a multitude of products and services that are generated by its programs. In general, the primary outputs of the agency relate to the management and protection of the state's natural resources along with an extensive data and information base that is developed, maintained and used in that regard. The major products and services of the agency are as follows: sale of hunting and fishing licenses, permits and fees; titling and registration of boats and motors; collection of casual sales tax for boats and motors; inventory of boats and motors to county tax offices for property taxes; collection and distribution of hunting, fishing and boating fines; public auction of used/surplus equipment; design, construction and repairs to public boat landings; educational programs for educators, schools, youth organizations and other audiences on the conservation and wise use of natural resources; production, promotion and distribution of six issues of *SC Wildlife* magazine per year to paid subscribers; natural resources related products and goods sold through the Wildlife Shop; outdoor workshops and rodeos for youth, women and handicapped natural resources users; production and distribution of maps, brochures, rules and regulations, laws and information related to use and management of the state's natural resources; news media coverage, media relations, information and image distribution and public service announcements for the media relating to the state's natural resources; research, survey and management projects conducted to identify and protect threatened/endangered plant and animal species; acquisition of highly significant properties to preserve and protect the most significant natural and cultural resources; Wildlife Management Area lands provided for public hunting and quality outdoor experiences; technical assistance provided to landowners on wildlife

management, pond management and freshwater fishery resources; survey and monitoring projects conducted to secure data for wildlife management and freshwater aquatic resources; agricultural and habitat management practices implemented to maintain and enhance the quality of wildlife; production and stocking of freshwater fish species in public waters, farm ponds and state-managed lakes; enforcement and investigative activities of the agency's 260 law enforcement officers for wildlife, recreational and commercial fisheries, boating and specific environmental laws; support and assistance to other law enforcement agencies with search and rescue missions, manhunts and other special assignments; hunter(mandatory) and boater education classes conducted to enhance knowledge/skills in these activities to reduce accidents and fatalities; cartographic products and assistance to people through the Map and Natural Resources Information Center; administrative/technical assistance and educational programs for the state's 46 Conservation Districts; data collection, well logging and hydrological research to monitor local and regional changes in the state's hydrology; conservation and management of riverine resources through the State Scenic River Program; water bodies treated and technical information provided to prevent aquatic nuisance species in public waters; development and processing of requests for climate information and data; marine resources research, assessment and monitoring activities to evaluate the condition of the state's estuarine and marine resources; staff support and facilities for marine science education programs at the state's colleges and universities; marine resources educational tools and technology transfer to individuals and organizations involved in promoting utilization of commercial and recreational marine resources; and marine resources management through the regulation of fishing seasons, areas and methods, issuance of experimental, scientific and commercial fishing permits, management of public shellfish grounds and maintaining statistical records of various marine fisheries.

Base Budget Expenditures and Appropriations

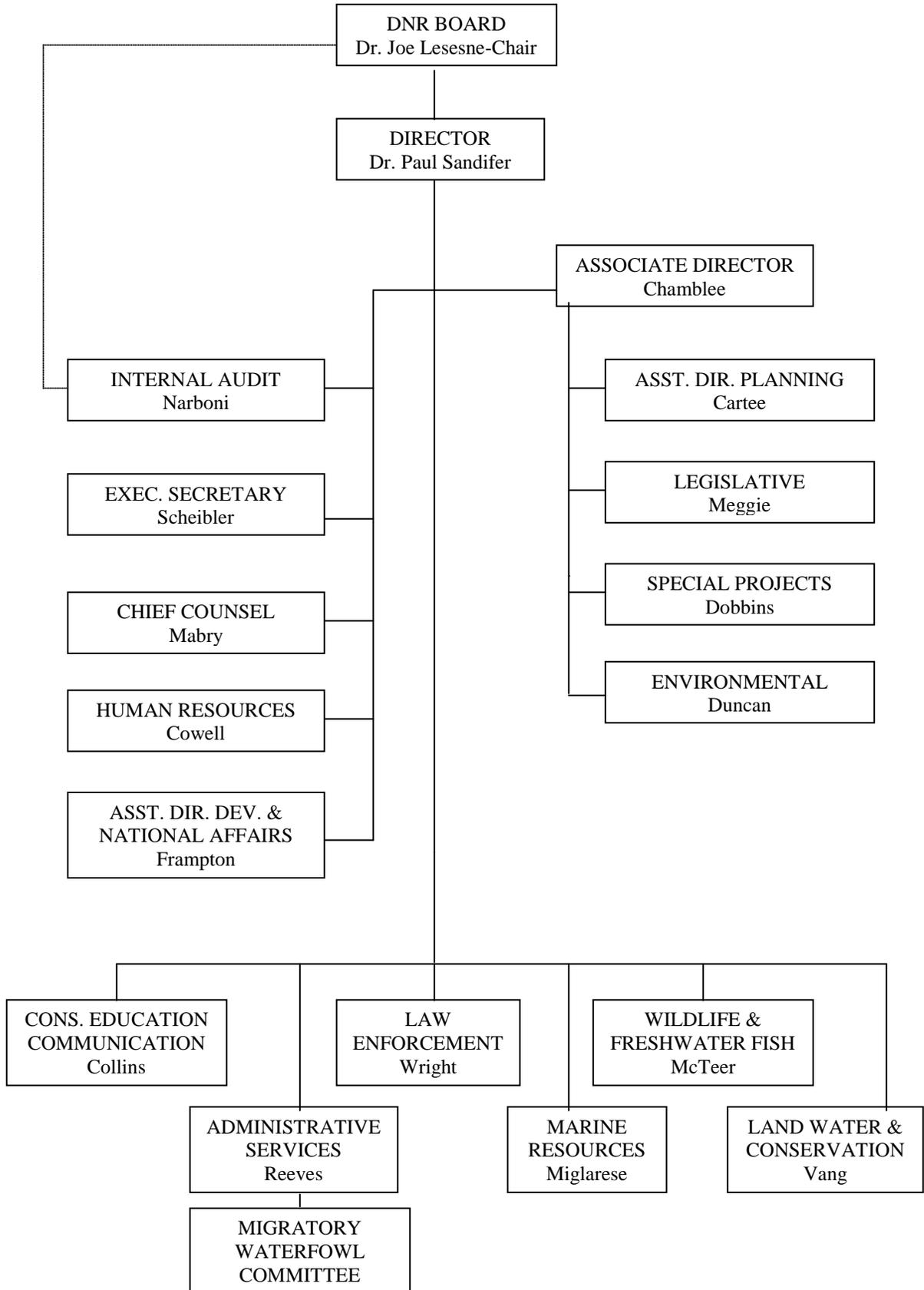
Major Budget Categories	99-00 Actual Expenditures		00-01 Actual Expenditures		01-02 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$33,614,418	\$19,081,365	\$37,331,164	\$20,282,964	\$37,146,553	\$20,013,735
Other Operating	20,926,375	4,890,649	25,343,964	5,224,966	25,397,598	5,494,195
Special Items	16,169	0	16,311	0	(7,089,189)	(4,046,946)
Permanent Improvements	0	0	0	0	0	0
Case Services	0	0	0	0	0	0
Distributions to Subdivisions	1,600,542	414,000	1,780,761	414,000	1,780,761	414,000
Fringe Benefits	9,037,277	4,818,061	9,572,708	5,237,266	9,719,996	5,237,266
Non-recurring	3,337,667	2,667,207	872,505	622,505	0	0
Total	\$68,532,458	\$31,871,282	\$74,917,413	\$31,781,701	\$66,955,719	\$27,112,250

Other Expenditures

Sources of Funds	99-00 Actual Expenditures	00-01 Actual Expenditures
Supplemental Bills	\$2,210,000	\$1,240,000
Capital Reserve Funds	\$725,000	\$250,000
Bonds	0	0

ORGANIZATIONAL STRUCTURE
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES

(3/28/01)



SECTION III
ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA
2000/2001 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES
August 31, 2001

Category 1 – Leadership

1.1a-f: The leadership system in the SCDNR describes the direction of the agency and the means by which the direction of the agency is achieved. The primary focus of the agency's leadership is based upon the SCDNR Vision Statement which states where the agency wants to go as follows: *As the guardians of the state's natural resources, the Department of Natural Resources will strive to ensure healthy, sustainable levels of natural resources for the use and enjoyment of present and future generations.* This Vision Statement sets the long-term direction for the agency and is manifested through the agency's Strategic Plan. Each year, the SCDNR reviews its accomplishments over the past year to ensure that performance expectations are being achieved and progress is being made to meet the DNR Vision Statement. These accomplishments are presented to the DNR Board for their review and policy direction, as well providing any new expectations for the coming year. This action also provides a forum by which the public may review progress toward those priorities that are deemed the most important to pursue. In addition to the programmatic accomplishments, the DNR prepares and publishes a comprehensive Annual Report in which performance is deployed and communicated to all aspects of the public and the state's legislative leadership. Through this Annual Report, the agency's values are identified, priorities are established and performance is detailed for all major programs and projects in the agency.

1.2: The senior leadership of the agency establishes and maintains a focus on customers on a continuous basis. As the agency that manages the state's natural resources that are used and enjoyed by the public year-round, there is constant contact with customers ranging from those that own and operate boats, purchase hunting and fishing licenses, manage land and water resources, commercial and recreational customers, farmers, planning agencies, water authorities, university staff, developers, etc. Each and every employee of the DNR is taught that they are all public relations' agents since the agency's products and services bring employees in direct contact with the public at all times. As a result, the DNR has adopted the following DNR Pledge that is embraced by all employees: *Members of the public are of utmost importance to us, whether in the office or the field. We must listen to their concerns and balance their needs with those of the state's natural resources, for which we are accountable. In essence, they are our employers, and we should treat them with the dignity that such a position affords.*

1.3: Senior leaders in the DNR regularly review key performance measures in the agency. This is done primarily through the annual goals and objectives that are developed for each division. These goals and objectives are linked to the DNR Strategic Plan and provide target levels for performance during the year. In addition, these measures are used as a basis for the Employee Performance Management System review for all senior leaders in the agency. The DNR Board evaluates the DNR Director and their recommendations are submitted to the Agency Head Salary Commission.

1.4: Employee feedback is routinely submitted to senior leaders through direct contact, regional workshops, special purpose committees and through the chain of command in the agency's divisions. Employee surveys are also conducted to secure feedback on particular issues or problems. Input from employees is also attained through the DNR Website on matters that have agency-wide significance such as updating the Strategic Plan. Senior leaders review this information and feedback, determine what is applicable in each division and implements needed change to improve leadership effectiveness and management of the agency. Senior leaders also use task forces to review particular issues/problems so as to provide feedback and performance review findings. This action was taken this year on a review on the DNR Website to determine ways to make it more useful to customers and employees to meet their needs. These task forces develop input after an exhaustive array of meetings and evaluation which is used by senior leaders to implement those actions that improve performance in the agency.

1.5: The DNR addresses the current and potential impact on the public for its products, services, facilities and operations in a variety of ways. These impacts are evaluated through the legislative, regulatory, policy-making and related processes to include extensive public involvement and meetings in order to gain a diverse cross-section of input. The impact of programs and operations are also noted through legislative contact, constituent organizations, commercial and recreational interests, advisory committees and through other private /public entities. In each of the cases, the senior leaders review the information provided on impacts of programs and services to ensure the resource is properly managed and protected, as well as, representing the best interests of the public. In programmatic areas where there is potential risk such as hunting, boating and outdoor enjoyment, the DNR actively promotes public outreach efforts to adequately inform the public of associated risks. These potential risks are further addressed through special education and training classes such as Hunter and Boater Safety. When risks become major public policy issues such as boating related fatalities, the agency will pursue specific laws and/or regulatory controls to protect the safety of people and property.

1.6-1.7: Senior leadership sets and communicates key organizational priorities for improvement through the legislative and budgetary processes. Senior leaders are directly involved each year in the preparation of the DNR legislative package which includes legislative priorities for the year. These proposals are reviewed by the DNR Board and, upon approval, are submitted to the appropriate committees in the General Assembly for introduction. A similar process is followed for the development and submission of the annual DNR budget proposals which are prioritized based upon the needs of the agency for improvement and funding. Both the legislative package and budgetary proposals are linked in their development to critical natural resource issues and needs as identified for emphasis through staff input, interest group input and recommendations from legislators and/or key political leaders. It is through this input and these various processes that the agency can support and strengthen the community and determine areas of emphasis. The senior leadership works to effectively implement these processes so as to maintain a primary focus on customers, the vision of the DNR and the well-being of the state's natural resources.

Category 2 – Strategic Planning

2.1a-e: The primary focus of the planning process in the SCDNR is the Strategic Plan. This plan

was first adopted by the SCDNR Board in 1996. It was the first comprehensive strategic document prepared for the agency and provided an excellent opportunity to provide direction to the newly restructured agency that occurred in 1994 as a result of the 1993 Restructuring Act. The 1996 Strategic Plan has undergone an extensive process to be updated into the 2001 Strategic Plan that currently exists. This Plan is delineated into major strategies: 1) Management; 2) Science and Technology; 3) Education and Public Involvement; 4) Landscape Conservation; and 5) Internal Management and Operations. For each strategy, there is a development of action items which cover all of the programs and activities of the agency. The Strategic Plan provides a focus for the budgeted programs of the SCDNR and also requires that all of these programs be linked or related to the strategies to accomplish the actions noted in the Plan. Each division utilizes this focus to develop a broad based programmatic delivery system that has a broad customer base and focuses on reaching the intended targets identified in the Strategic Plan. It also provides a forum and benchmark for setting priorities in the agency through a comprehensive decision making process based upon the strategies and action items. This decision making process is clearly reflected in the interaction of program development through input from Governor's Office, General Assembly, SCDNR Board, advisory committees, constituent organizations, professional groups, and public input to insure that resources are used in the most efficient manner.

2.2: Each program in the agency is required to develop specific goals and objectives which are used to deploy the strategies and action items in the Plan so that results/outcomes are developed and evaluated in the agency. The deployment of these strategies and the relationship to the Strategic Plan occurs each year as goals and objectives are developed for the programs in the agency. As these goals and objectives are developed, they are related to the strategies and action items in the Strategic Plan. In addition, they are further reviewed and justified through the budgetary process that is implemented by the staff and the SCDNR Board. The Strategic Plan also provides direction through the agency's strategic agenda which provides the foundation upon which the agency operates and determines how the DNR accomplishes its mission. The components of this agenda are integrated into the agency's budget programs and are as follows: 1) Places the resource first through the permanent protection and management of habitat and cultural (archaeological) resources of special significance; 2) Protects human life, property natural resources and the safety of the persons using those resources; 3) Manages natural resources under its jurisdiction sustainably and as a system, insuring their long-term integrity and diversity; 4) Uses the best available sound scientific and technical information in making natural resources decisions; 5) Conducts applied research to improve the base of scientific knowledge upon which natural resource management decisions are based; 6) Protects, manages and enhances the current and future public's use and enjoyment of South Carolina's fish wildlife, aquatic, soil, water, geological and cultural resources; 7) Educates and effectively communicates with the public about South Carolina's natural resources and environment, and provides accountability by routinely involving the public in the department's decision-making processes. 8) Speaks for the state's natural resources in commenting on proposed alterations to the environment; 9) Maintains an agency culture that continuously seeks to improve operations and effectiveness in a professional manner for its employees and customers.

2.3: The DNR works continuously to communicate and deploy its strategic objectives, action plans and performance measures. In a broad sense, the strategic objectives and action plans are communicated and deployed to the staff through the strategic planning process and updates that occur with the DNR Strategic Plan. The senior leadership also has specific strategic objectives and action plans that are made a formal part of their Employee Performance Management System each year and are evaluated on this basis. With this being done in each division, the senior leaders in each division are allocated specific objectives and action plans through the various programs and projects. In addition, the senior leaders communicate and deploy strategic objectives through the DNR Board which establishes policy guidance for accomplishing such objectives throughout the agency. The DNR budgetary process also provides a means for communicating and deploying strategic objectives. This is done at the state and federal level as funding proposals and grants are pursued that are based upon specific objectives in the DNR Strategic Plan. The primary method of communicating and deploying performance measures in the agency is through the Annual Accountability Report that produces business results for all programs in the DNR. Performance measures are also communicated through project reports developed for grants and/or federal aid utilized for programs in the agency. More detailed performance measures in the DNR are maintained in an extensive database for Long Term Performance Measures. These measures are updated each year and are available for use in the strategic planning process and reported to the public in the DNR Annual Report.

Category 3 – Customer Focus

3.1-3.2: The Annual Accountability Report for the DNR clearly identifies its customers and the services and outcomes that are provided to these customers. Through the development of the performance measures for the programs in the agency, the processes are identified through these results/outcomes that deliver services and provide customer satisfaction throughout the state. The agency places a great deal of emphasis on all employees being customer focused and serving as effective public relations agents for the agency. With a broad based staff located throughout the entire state, DNR employees are exposed daily to the agency's customer base and respond to their needs and expectations on a daily basis. In order to develop a comprehensive customer focus for the SC DNR and insure that the agency is providing effective treatment and evaluation of all aspects of customer satisfaction, the DNR developed and implemented a comprehensive survey in 1994. This survey consisted of a public opinion and attitude survey conducted by Responsive Management, Inc., which specializes in surveys of state natural resource agencies. This survey focused upon gauging public opinion and attitudes of the state's residents towards the use and management of the state's natural resources. It also provided feedback from customers to assist the SCDNR in the development of the initial DNR Strategic Plan. The specific survey objectives were as follows:

- a. Identify the Department's total market.
- b. Identify the market size.
- c. Identify what citizens think the Department is doing right.
- d. Identify what constituents want from the Department in terms of programs and services.

- e. Identify willingness to pay for specific programs and services.
- f. Identify sources of information on wildlife for citizens.

The survey results provided very detailed information for use in natural resource management in South Carolina. The customer feedback provided the following results: 1) The public supports a broad range of natural resource management programs administered by the SCDNR. 2) The public supports an expansion of natural resource program emphasis is not a redirection of emphasis. 3) The survey further noted that the state's residents are most supportive of and have the least opposition for spending more time and money on programs related to education and conservation. 4) The survey indicated that residents are willing to pay for these programs in the agency. 5) The agency is highly regarded by the constituent groups it has served in the past. The more contact a respondent had with the DNR, the more likely they are to be aware of the agency, and the more the likely they are to think highly of the agency.

3.3-3.5: The DNR maintains close contact with its customers and undertakes methods to listen and learn about changing customer/business needs. These methods enable the agency to secure the information needed to improve services/programs and measure customer satisfaction. The agency has focused upon customer satisfaction through a series of surveys in the spring and fall of 1997-1999 conducted by the Institute of Public Affairs at the University of South Carolina. These surveys have been conducted for the purpose of developing public opinion and attitudinal survey data on the manner in which the agency treats its customers and various issues with which the agency is charged to implement through the statutes of the State of South Carolina. Some of the issues that have been addressed in these surveys have included the public's contact with the DNR, general impression of the agency, name recognition, satisfaction level with the agency's services, law enforcement, funding, boating safety, and related information on natural resources issues in the State of South Carolina. Some of the major findings of these surveys have been that over 90% of the constituents that have had contact with the DNR over the past year surveyed said they were satisfied with the quality of services they received during contacts or visits to the agency. Over 78% of the respondents had heard of the DNR which represents an extremely high level of public familiarity with the agency. This survey data indicates a very high level of customer satisfaction with the agency and provides evidence that the DNR is conducting business in an effective manner in the treatment of customers and provides detailed data to evaluate and substantiate this level of customer satisfaction. The agency will continue to concentrate its efforts in this arena and develop timely public attitudinal data and information that will be used in management throughout the agency. In addition, these benchmarks of customer satisfaction will be related to other public sector entities and private organizations to draw valid comparisons and see if any management changes are needed over a period of time. This action was completed recently pursuant to a survey by the University of South Carolina entitled *Growth In South Carolina: A Public Perspective*. One of the major findings of this survey noted that South Carolinians overwhelmingly want both continued growth and a high quality environment with protected natural resources in which to live, work and play. These surveys and the public attitudinal information provides a basis for the DNR Strategic Plan update and detailed feedback from the public on various aspects of that plan as to where resources need to be focused in the future. In general, these public opinion surveys are an important management tool for the agency and provide a solid basis for developing a comprehensive

planning process, as well as, developing budgetary recommendations for the allocation of resources in the agency.

3.6: Through the actions noted, the DNR has been able to build positive relationships with customers and stakeholders. As a resource management agency that operates throughout the state, the DNR field staff have been an integral part of the community which has resulted in developing credibility with the customer base. As a law enforcement agency, the DNR has been effective in enforcing laws in a manner that protects the resource for use and enjoyment by a large portion of the citizens of the state. With the state's natural resource base being such an important component of the culture of the state, the agency's ability to preserve and protect this culture has resulted in building positive relationships. The DNR has also been effective in the community by assisting other state, local and federal agencies on responding to emergencies, manhunts, hurricane assistance, security, communications, search and rescue, as well as, actions by DNR divers to find weapons used to commit crimes and the recovery of victims involved in boating/water related fatalities which is important to family members. It is through the extensive statewide contact and assistance provided to customers that the DNR has been able to build and maintain such positive relationships with customers and stakeholders.

Category 4 – Information and Analysis:

4.1: The DNR's performance management system is a reflection of the agency's vision and mission as the programs of the agency operationalize the vision and mission to produce effective business results. The agency decides which operations, processes and systems to measure from several categories. One category used to gauge performance of the DNR is the financial arena. Obviously, the organization needs a sustainable financial base from year to year in order to meet the vision and mission of the DNR. The level of state funding is an integral part of this category as the DNR secures in the vicinity of 45% of its budget from state funds. The agency also collects revenue from a variety of sources which provides key support to law enforcement and wildlife/fishery programs. The levels of hunting and fishing license sales, boat titling and registration fees, marine resources licenses and permits, magazine subscriptions and related revenue sources are key performance measures to track as they affect programs, operations and ultimately the mission of the DNR. Grants also serve as an important funding source in the agency and the level of extramural grants funded has a critical impact on key programs and projects. Another category in which the DNR develops measures is related to its customer base. With a finite level of natural resources and an expanding population in the state, the level of customer participation in outdoor activities and the trends in this participation has a key link to the vision and mission of the DNR. In addition, measures of requests for data/information, technical assistance, maps, educational products/services, conflicts between resource users, changing constituent groups and the like are all critical to the agency's performance. The category of collecting scientific information on the natural resources managed by the DNR is directly linked to the agency's vision and mission. There are a variety of programs in the DNR where the health, well-being and sustainability of natural resources are measured to ensure proper management and protection. Some of these programs include the State Climate Office, hydrology, endangered species, Heritage Trust, wildlife management, freshwater fisheries, marine resources and the S.C. Geological Survey. The DNR makes key management decisions

based upon science in order to utilize the best information available in this process.

4.2: In the aforementioned categories, the effective use of performance measures to make decisions is based upon data quality, reliability, completeness and availability. The DNR ensures that these factors occur through a variety of methods. Through the use of scientific research, the agency collects data pursuant to a protocol based upon standards for data quality and reliability. For making decisions on seasons, bag limits, hunting and fishing methods, etc., the data is collected based upon the time and availability needed to make such decisions and is complete before it is used in this process. Many of the agency's data collections are done through grants and contracts that require a final report for submission to the appropriate agency. In order to maintain credibility for utilizing such grants and to secure reimbursement for funds expended on a grant, the grantor will review the final report to ensure data quality, reliability, completeness and availability. In the financial category, there are innumerable standards that must be followed to maintain data quality and reliability. The DNR routinely has financial audits to see that the standards are met. These audits occur internally and from various outside sources. Through the maintenance of a well-managed financial system with a diversity of checks and balances, the DNR ensures that such financial data is complete and available for use at the appropriate times for decision-makers. As a public agency that serves a very broad customer base, the DNR is dependent upon maintaining a quality database to make decisions regarding these customers. Through the use of current information technologies and a highly skilled workforce, the agency has historically provided reliable and timely data for its customers and for use in the decision-making process. There are also peer reviews of the agency's data collection and use to further ensure its quality and reliability.

4.3-4.4: The agency uses data and information analysis in a continuous manner to provide effective support for decision-making. In the scientific arena, the analysis of data to include trends, regression, correlation analysis and the like, is an integral component of the scientific process. These types of analysis and others are used to draw conclusions on biological issues related to the DNR's mission to protect and conserve the resource. In the law enforcement arena, the agency maintains a comprehensive intelligence system that is used to develop profiles and comparisons of violators in order to support effective decision-making for staffing, patrol patterns, duration of patrols and the time of day/night or season. Data collection and analysis relating to hunting and boating accidents/fatalities are important in investigating such occurrences to determine if criminal charges may exist and to provide feedback. This feedback provides trends or comparisons that supports decision-making on methods to ensure the safety of human life and property. Changing demographics and land-use trends in the state provides valuable information to support planning and management decisions in the agency. Human dimensions data and changing landscape information are constantly developed by the DNR to support decisions relating to future direction of programs and the allocation of resources to meet the vision and mission of the agency. Whenever possible, the DNR will use comparative data and information from other agencies and/or states to support decisions if it is compatible. With the dynamic nature of natural resources management from state to state, it is often difficult to identify compatible data for comparative purposes. Given this complexity, the DNR will, at times, use its own database to make comparisons from one time frame to another for use in the decision-making process.

Category 5 – Human Resources

The most important resource for the Department of Natural Resources is its employees. Their commitment and dedication to the mission of this agency allows the Department to excel in every facet of its diverse mission. The caliber of employee found at DNR does not merely happen by chance. Through effective recruitment and selection processes the Department has been able to attract highly skilled and motivated employees who possess not only the academic requirements needed for the job, but also the more intangible requirement for success in any position, which is a passion for the work. Nevertheless, the Department is well aware that once these highly skilled employees are hired, the Department must fulfill its obligation to motivate and to provide developmental opportunities in order to retain these individuals.

5.1: The Department is either in the process or has already implemented career paths for several major job categories within the Department. The Law Enforcement Officers have been in a structured career path for several years, which allows them to progress through four ranks based upon performance, years' service, and additional knowledge and skills. After achieving the maximum non-competitive rank of Buck Sergeant, other supervisory level positions may become available through a competitive application process. Additionally, officers may apply for supervisory levels once they achieve the rank of Corporal, bypassing the Buck Sergeant rank. Law Enforcement Officers in a career path comprise approximately 22% of the DNR workforce. Another existing career path at DNR comprising 2% of the DNR workforce is the Boat Titling and Registration Specialists working with the Department. These positions are some of the lowest paid positions within the Department; however, there currently is a three tiered career path in place to allow upward movement based upon time in position, performance, attainment of additional knowledge and skills, and additional job responsibilities. The current budget constraints have, unfortunately, delayed the implementation of additional career paths that are in the process of being developed for Wildlife Biologists and Natural Resources Technicians. Once the Department is able to move forward with this project, these career paths will involve an additional 23% of the DNR workforce, bringing the percentage of employees at DNR working in a structured career path to 47%. Besides formal career paths, the flexibility provided by the current classification and compensation plan allows supervisors and managers the ability to provide financial motivation through the use of additional duties and responsibilities, pay for performance increases, and bonuses in certain circumstances. Training on the compensation system is offered to supervisors and managers on a regular basis. A Management and Leadership Development Plan has been developed to assist in workforce planning for the Department as its aging workforce reaches retirement. The plan encompasses four levels of management and leadership training. This past year, one tier of that plan was implemented which allowed twelve employees with leadership potential to participate in an intense 12 month program involving an in depth overview of each division, coursework in leadership, a mentoring relationship with an individual in a leadership role and a group project. Program evaluations have been strongly supportive of this initiative with constructive feedback to improve future classes. Besides this internal program, the Department also actively participates in the Executive Institute, the Governor's Excel Program, Certified Public Manager Program (CPM) and the Associate Public Manager Program (APM) sponsored by the Budget and Control Board. Additionally, the Department has recently completed an employee survey to determine the best methods to reward

and recognize employees. The Rewards and Recognition Committee will make recommendations based upon this employee input for both formal and informal recognition. Informal acknowledgement by immediate supervisors as well as formal acknowledgement at staff meetings and Board meetings were identified as worthwhile. Employees are consistently recognized for outstanding contributions at Deputy Directors' meetings, Board meetings, and in agency newsletters.

5.2: Periodically, needs assessment surveys are conducted to determine the various types of training needed based upon input by employees and supervisors. Most recently, the Human Resources Office has met with managers to gain their perspective on training and development needs. Additionally, regional staff meetings were conducted providing employees the opportunity to address specific training needs. These focus group meetings were beneficial in identifying employees' needs and in ascertaining that current training and development opportunities were addressing the expressed needs of the employees. Additionally, with every training session, employees are provided an evaluation document to give feedback on the particular course with recommendations for improvement.

5.3: The Employee Performance Management System is used as a tool to communicate the expectations of the job. Supervisors are urged to utilize the planning document as a means to convey the work related expectations at the beginning of the evaluation period, as well as utilizing this document as an ongoing status review periodically throughout the evaluation period. Supervisors are encouraged to make the development of the planning document a joint effort with the employee to ensure buy-in by the employee. Any merit increases are distributed based upon a graduated scale dependent on evaluation rating. Supervisors and managers are encouraged to tie in training needs with the EPMS planning document. Additionally, the Human Resources Office reviews the EPMS document to ascertain if any particular types of training appear to be needed based upon comments provided in that document.

5.4: The recent rewards and recognition survey, as well as the regional staff meetings were strong indicators of employee satisfaction and motivation. An overwhelming number of respondents indicated that the employees they work with and the mission of the agency were factors in their job satisfaction. Additionally, when employees leave the Department, Exit Interview questionnaires are analyzed to determine any issues that may need to be addressed. DNR's turnover rate for FY 2000-2001 was approximately 6%.

5.5: The Training and Development Director functions as the Safety Coordinator for the Department. A committee comprised of representatives from each division is responsible for ensuring that each division is in compliance with safety regulations. Both the coordinator's and the committee's primary responsibility is to raise safety awareness throughout the agency and to notify employees and supervisors of needed safety training that may be available either internally or through sister agencies, such as Labor, License and Regulation or the State Accident Fund. Additionally, the Safety Coordinator is working with other agencies, such as Parks, Recreation and Tourism and the Department of Transportation to determine if the Department of Natural Resources can partner in some of their safety training initiatives. Partnerships with these sister agencies are critical to the Department's maintaining a viable safety program during lean budgetary years.

5.6: The Department's varied programs, by their very nature, are community focused. Besides the ongoing involvement with schools through the Department's education programs and such events as the fishing rodeos, the Palmetto Sportsmen's Classic, Reel Kids, and a host of other community based events, the Department of Natural Resources also encourages its employees to participate in such events as the Walk for Life, United Way Campaign, and the March of Dimes Walk.

Category 6 – Process Management

6.1: The DNR has developed a network of key design and delivery processes for products and services to provide effective management of work in the agency. The key processes are based upon the DNR's mission and major strategic goals of a) management; b) science and technology; c) education and public involvement; and d) landscape conservation. There are a variety of program delivery processes related to the management strategic goal. The key programs in this area include wildlife management and technical assistance, law enforcement, freshwater fisheries management plans and technical assistance, conservation districts, marine resources fisheries management and mariculture, endangered species and protected elements management and the agency's 1.1 million acre Wildlife management Area Program. The primary program delivery processes for the DNR's science and technology goal includes the Marine Resources Research Institute, wildlife and freshwater fisheries research, hydrology, the State Climate Office, State Geological Survey, the Waddell mariculture center, the Yawkey Wildlife Center and the State Water Plan. All divisions in the agency have delivery processes through programs for education and public involvement. The major products and services in this arena includes natural resources planning and public attitudinal surveys, the DNR Web page that secures public input on management plans and projects, SCMAPS, Hunter and Boater Safety/Education, Project WET, Project WILD, *SC Wildlife* magazine, DNR News Program, REEL Kids, HOFNOD and related programs. Landscape conservation is also a critical strategic goal in the agency. Its key programmatic design and delivery processes include the DNR habitat acquisition program, Heritage Trust Program, Scenic Rivers program, environmental planning, environmental coordination and permitting, conservation districts, drought management and water resources planning. Each of these programs and systems incorporate the use of up-to-date technology and information so as to provide the most effective service delivery. Through direct contact and input from user groups and constituent based surveys of customers that use the products and services of these delivery processes, the DNR is able to maintain changing customer requirements.

6.2: The day-to-day operation of the key delivery processes noted in Section 6.1 are very important to meeting the key performance requirements that ultimately lead to the business results in Category 7. These operations are able to meet these key performance requirements through a diversity of outputs from services and products of the agency. While all of the outputs are too numerous to list, the key outputs from the DNR's major strategic goals are as follows: a) Management – number of Wildlife Management Area acres/hunters, number of public dove fields, number of deer depredation permits issued, number of finfish caught by recreational anglers, number of state lakes managed, total number of fishery species produced and stocked, number of management projects for protected elements and number of acres under conservation plans; b) Science and technology – number of wildlife and freshwater fishery research projects,

extramural dollar value of marine resources research and monitoring projects, number of technology transfer opportunities from mariculture research, number of water quality/quantity database projects conducted, number of data requests filled for climate information, percentage increase in climate information dissemination via the Internet, number of wildlife diversity research, survey and monitoring projects conducted and the number of geologic maps produced and published for scientific use; c) Education and Public Involvement – number of public attitudinal surveys conducted, number of visits to the DNR Web page, number of *SC Wildlife* magazine subscribers, number of programs and participants for conservation education programs, number of workshops and teachers trained, number of hunter and boating safety students certified and number of customers reached through DNR news releases and media programs; d) Landscape Conservation – number of acres of habitat acquired per year, number of dedicated Heritage Preserves and/or additions, number of communities identified as flood hazard areas, percentage of cropland and pasture with adequate soil and water conservation management, number of environmental permits/projects reviewed each year, number of Scenic Rivers managed and the number of drought management plans developed and monitored.

6.3: The DNR has an effective level of support processes that are used in the delivery and productivity of the agency's products and services. These support processes are used to provide needed assistance and guidance for the major strategic goals of the agency. The major support processes in the DNR are as follows: a) planning, surveys and performance measures; b) legal; c) human resources; d) legislative affairs; e) environmental permits/coordination; f) data processing and information technology; g) supply and equipment; h) finance and accounting; i) procurement; j) licenses and fees collection; k) boat titling and registration; l) graphics, duplicating and mail services; m) news media and public relations; and n) audio/video productions. Each of these processes includes highly skilled staff resources that maintain activities and performance based upon the most current information and technological strategies. In addition, specialized training and career development plans are created and implemented to ensure the highest level of skill development and performance attributes. Through the agency's workforce planning tools and projects, the DNR is able to improve and update these processes to achieve higher levels of performance.

6.4: The management and support provided for key supplier/contractor/partner interactions and processes to improve performance are based upon the actions of the individual work units in the DNR. This area has received some degree of attention and direction in the agency and will be a new area of focus in the future.

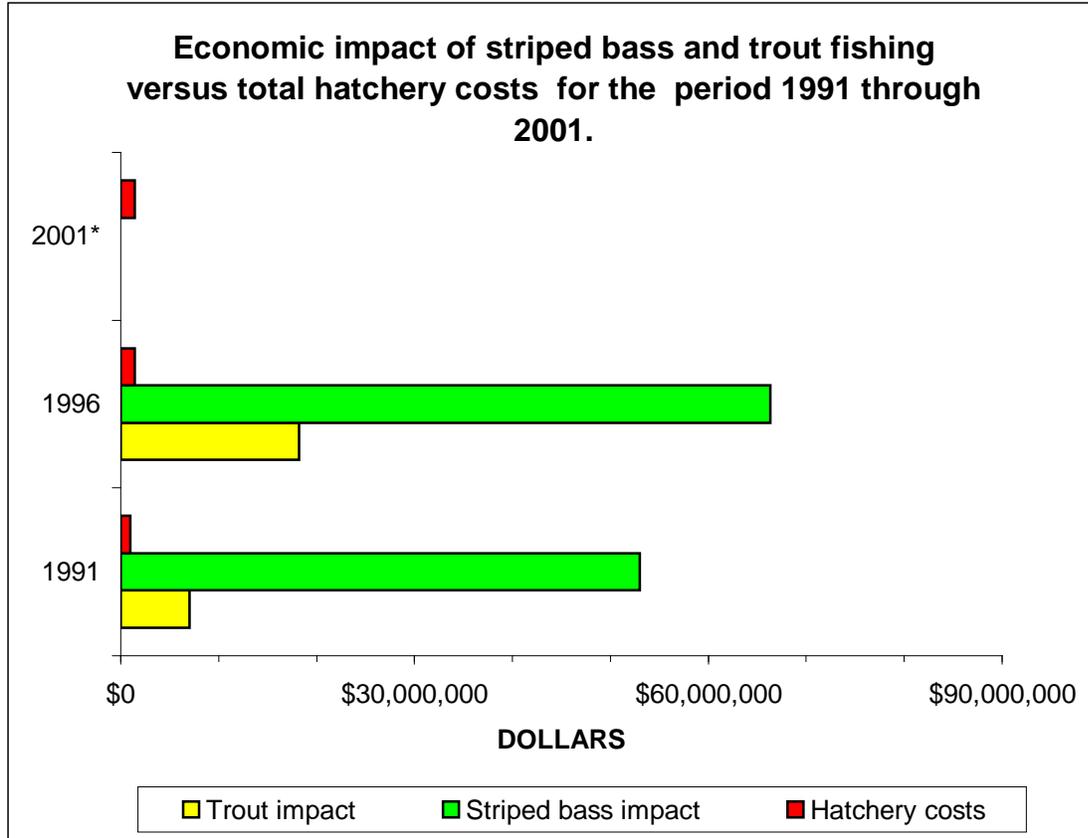
Category 7 – Business Results

7.1-7.6: The DNR has developed business results based upon the major programs in the agency which are related to the DNR Strategic Plan. These business results are as follows:

Program: Wildlife and Freshwater Fisheries

Freshwater fishing has a total economic impact of over \$919 million in South Carolina. Fishing for striped bass and trout generates an economic impact in excess of \$66 million and \$18 million respectively. In South Carolina approximately 80% of the striped bass fishery and 90% of the coldwater trout fishery is supported by the products from SCDNR fish hatcheries. The total

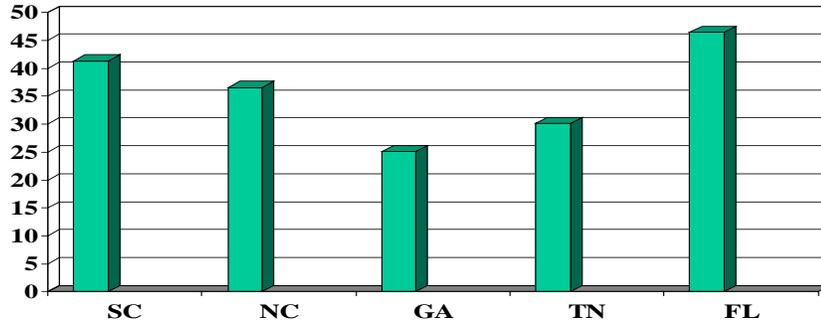
annual cost for the operation of SCDNR's freshwater hatcheries has averaged approximately \$1.5 million over the last five years. The economic impact of striped bass and trout fishing alone, when compared against the cost of the entire fish hatchery program, yields a cost benefit ratio of 56 to 1 to South Carolina's citizens.



*Economic impact data for 2001 is not yet available. These data will be available in the third quarter of 2002 following analysis of the 2001 National Survey of Fishing, Hunting, and Wildlife-Associated Recreation

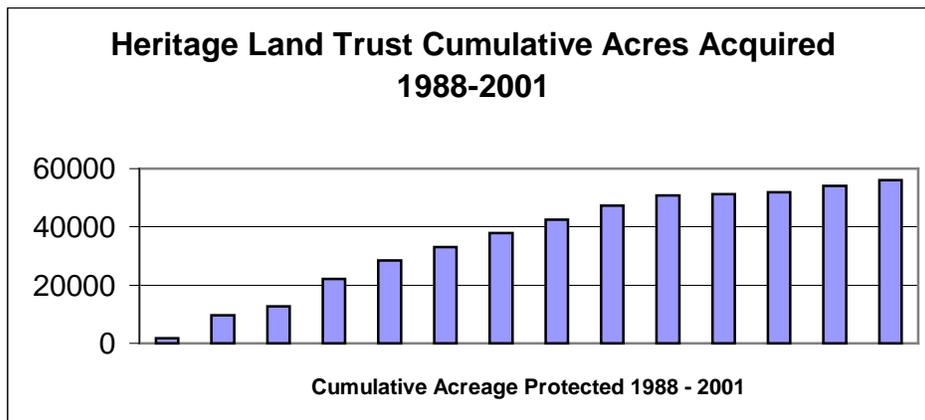
The core mission of the DNR's Wildlife and Freshwater Fisheries Division is to protect, manage and sustain the public enjoyment of natural resources through programs that support hunting, fishing and wildlife watching. South Carolina's abundant and well-managed fish and wildlife resources support a large number of hunting and angling constituents. This includes residents, as well as nonresidents that select South Carolina as a hunting and fishing tourist destination. The annual economic impact of hunting and fishing in the state is estimated to be over \$2 billion.

Anglers & Hunters Per Land Area, Selected SE States (participants per sq mi)



The FY-2001 fiscal year was a successful one for the Heritage Trust Program. Ten different properties, totaling 2,094 acres, were permanently protected. These properties included habitats or buffer for 30 rare elements. Expenditures exceeded revenues and left a balance of \$1.3 million in the Heritage Land Trust Fund. On existing preserves, we have increased our work in monitoring rare species, restoring rare habitats and developing volunteer stewardship committees. Further, we are providing better public access facilities, conducting more field trips, organizing additional educational events, and establishing new partnerships. These improvements provide a direct benefit to the public.

We have experienced a number of trends during this period of rapid economic growth. During the last three years, the number of acres protected has grown, but we are still well below our overall average of 4,000 acres per year. Our average cost per acre has increased dramatically and the total amount of donated value has decreased. The number of rare elements protected continues to rise. We are spending slightly more on capital improvements and preserve management each year. These trends indicate that we will be spending more per protected acre in the future, slightly more each year for management, and will continue to improve public access facilities at our preserves. As a result, public interest in the Heritage Trust Program is increasing.

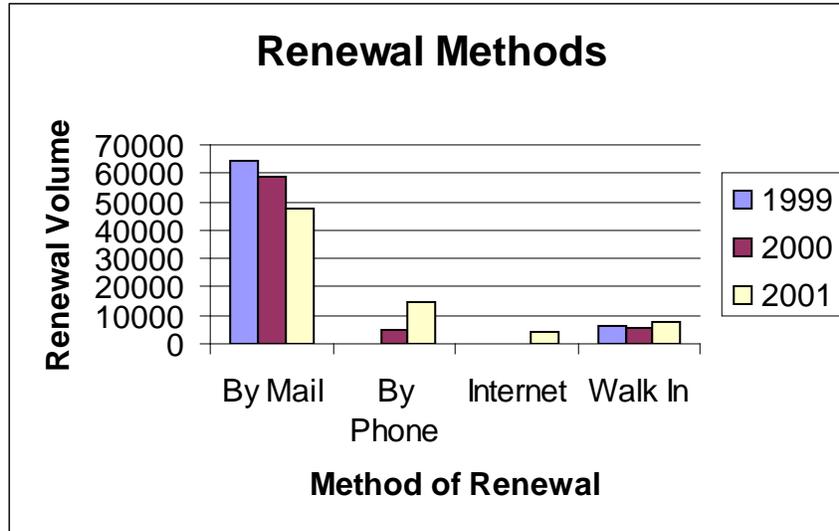


Program: Watercraft Registration and Titling

Program: Watercraft Registration and Titling

Strategic Plan Component: Business Results

Organizational Effectiveness Results: Improve and promote electronic information exchange with watercraft owners and county government entities



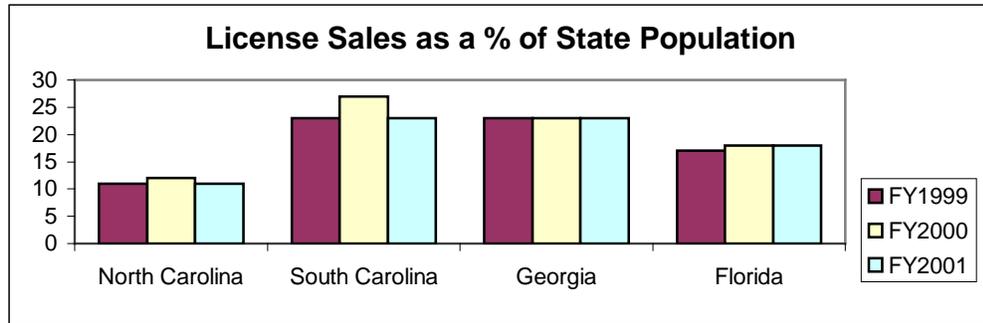
The Watercraft Registration and Titling program provides registration and titling activities for watercraft and outboard motors as required by law. The chart shows the current transactions methods with year 2001 projections as a result of proposed changes to improved customer service and access. To respond more timely to all customer service needs, owners and local government, and to meet the growing number of registered and titled components, Internet and electronic transaction processing will be implemented over the next eighteen months. A VPN (Virtual Private Network) has been installed to allow county auditors and tax collectors to make address changes and updates directly to the Watercraft database to assist in property tax collections and reduce the cost of undeliverable mail. Electronic watercraft registration renewal service will allow the watercraft owner to submit the renewal request and electronic payment, thus reducing DNR clerical personnel requirements. The total electronic transactions are projected to be in excess of 150,000 for 2002.

Program: Game and Fish Licenses

Program: Game and Fish License Program

Strategic Plan Component: Business Results

Organizational Effectiveness Results: Increase license and permit sales through the use of electronic information exchange, providing information concerning hunting and fishing opportunities, and additional nationwide exposure of South Carolina's natural resources.



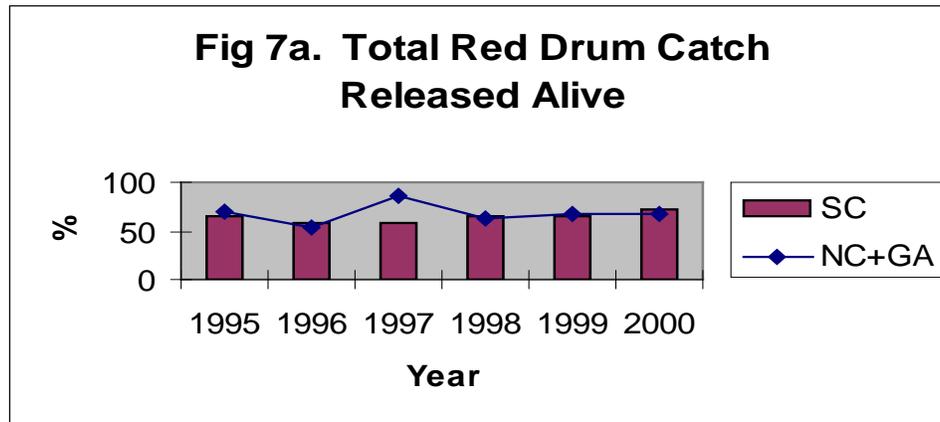
The Game and Fish License program administers licensing and permitting for resident and non-resident sportsmen as required by law. Normal daily license sales are conducted by approximately 1100 License Agents located statewide and a toll free telephone service allows individuals the option to purchase licenses using a credit card at all times. An Internet license sales option was added in mid-year 2000 to provide an additional customer service option. Hunting and fishing opportunities are highlighted in various brochures and pamphlets along with eleven maps of the various Wildlife Management areas and the annual South Carolina Rules and Regulations guide. South Carolina Department of Natural Resources is featured in each BassPro catalog to promote license sales nationwide.

Program: Marine Resources

Strategic Plan Component: Management/Public Involvement/Resource Sustainability

Organizational Effectiveness Results: 7.1-7.4 Marine Recreational Fishermen (both men and women) represent a large and significant portion of the SCDNR customer base. This customer base represents a diverse group of both licensed and non-licensed consumptive and non-consumptive users including anglers targeting finfish, oysters and clams, shrimp and crabs. The customer focus in this case (their wants and needs) can be broadly summarized as: 1) to provide continued and better recreational fishing opportunities for the citizens and guests of South Carolina; and 2) to ensure that the natural marine resources of this state are protected and conserved for future generations.

In order to meet these needs the Marine Resources Division of the SCDNR utilizes staff and funding opportunities from a wide variety of sources. In addition to state appropriated monies, the SCDNR utilizes federal funds from USFWS Sportfish Restoration Program which is a user pays, user benefits approach that requires a 25% state match. Additionally, the SCDNR effectively worked with the SC General Assembly to pass the Marine Conservation and Management Act of 1991 establishing for the first time a saltwater fishing license to conserve and manage the marine recreational fisheries of SC. The South Carolina Gamefish Tagging Program encourages anglers to tag and release fish not only for scientific purposes, but as a conservation measure to help conserve stocks. In the past five years the program has supplied tagging kits to anglers who have tagged 43,891 fish of priority species. Red drum is one of the most sought after species of marine finfish in this state. As a result of these efforts SC is now releasing alive over 70% of the red drum taken in the recreational fishery (fig 7.), promoting angling ethics and conserving this popular gamefish for future generations



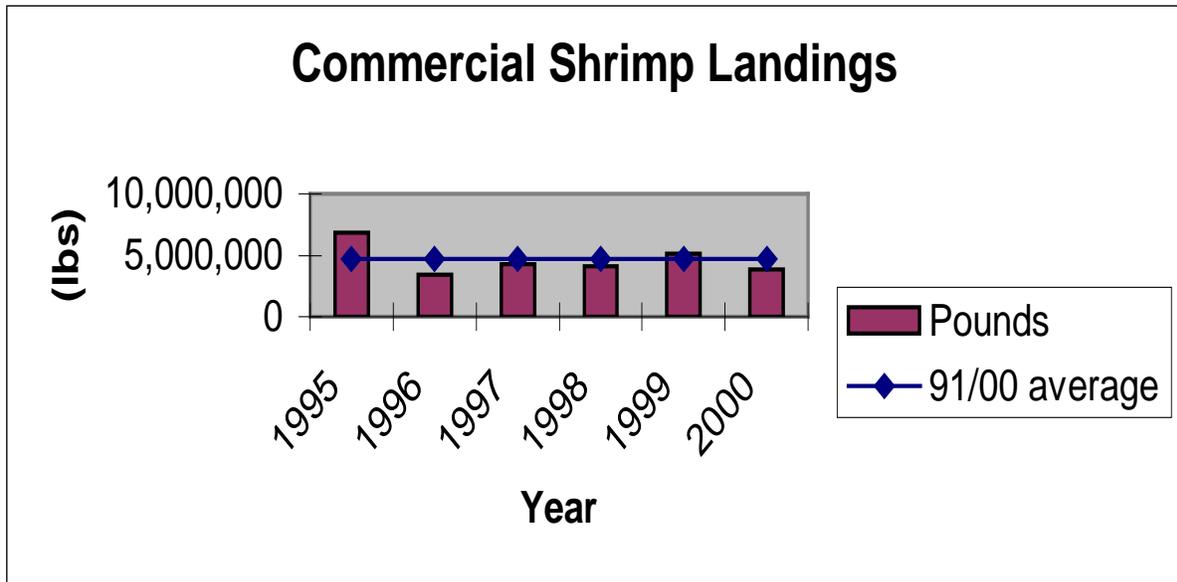
Program: Marine Resources

Strategic Plan Component: Management/Science/Resources sustainability

Organizational Effectiveness Results: 7.1-7.4: SC is not a major seafood producer when compared to other coastal states. However, the seafood industry does play an important role in the lives of 1500-2000 commercial fishermen, countless seafood wholesale and retail dealers and is an important component of the coastal economy and it's heritage. During 2000 the total weight of wild saltwater stocks landed in this state was 15,680,778 lbs. with an ex-vessel value of \$28,547,260. The customer focus in this case can be broadly summarized as the fishermen's desire to ensure sustainable, economically viable marine fisheries.

In order to meet these needs the Marine Resources Division of the SCDNR utilizes staff and funding opportunities from a variety of sources. All of the management and assessment work is funded with state appropriation. In addition research and science based efforts are funded through federal grants that are secured on a competitive basis.

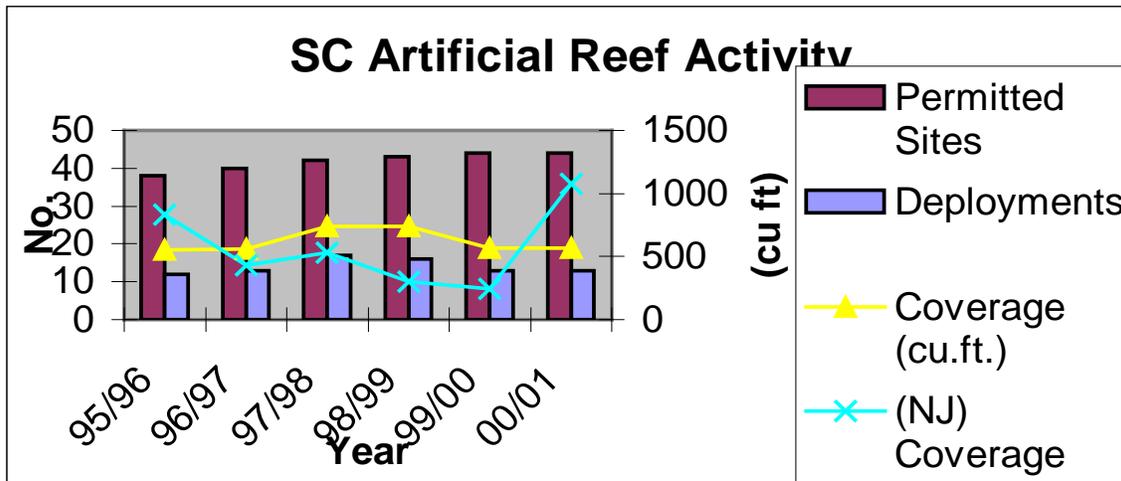
A significant component of the SC commercial seafood industry is our commercial trawl fishery for shrimp. During FY 2001, 685 commercial shrimp trawl licenses were sold. The shrimp season typically opens in spring and closes sometime after Christmas depending mainly on environmental factors. Commercial shrimp landings are comprised mainly of two species, white and brown shrimp, each of which have different life cycles and require somewhat different trawling techniques to catch. The Marine Division utilizes not only legal, licensing and permitting requirements but also good science and management to help sustain this fishery. Over the past five years the commercial shrimp landings have been close to the long-term average. (Fig 7) Despite these efforts, environmental factors such as winter temperatures and summer rainfall can ultimately be the determining factors of a good vs. poor season.



Program: Marine Resources

Strategic Plan Component: Management/Science/Enhancement

Organizational Effectiveness Results: 7.1-7.4. During the most recent FY (1999/2000) where data is available, there were 103,470 saltwater fishing licenses sold to shellfishers and boat anglers. Boat anglers represent a large portion of the SCDNR customer base. This customer base is extremely important not only because of its size but also because of the fact that through their purchase of saltwater fishing licenses, they help support a number of recreationally oriented programs. The customer focus can be broadly summarized as: 1) to provide continued and better recreational fishing opportunities for the citizens and guest of South Carolina; and 2) to ensure that the natural marine resources of this state are protected and conserved for future generations. In order to meet these needs the Marine Resources Division of the SCDNR utilizes staff and funding opportunities from a wide variety of sources. The Marine Artificial Reef program is an excellent example of how the MRD fulfills its obligation to boat anglers in this state by increasing and improving saltwater fishing opportunities. Established in 1975 the program now maintains 44 permitted reef sites. Over the past five years over 87 deployments have expanded the amount of fishable bottom on these sites by 3,693,400 cu ft. When compared to NJ, which is considered to have one of the best reef programs in the country, we have generally exceeded their coverage.

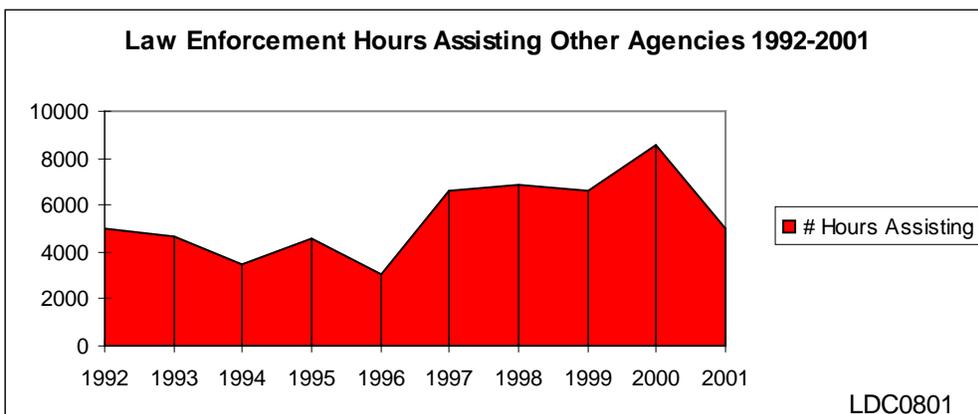
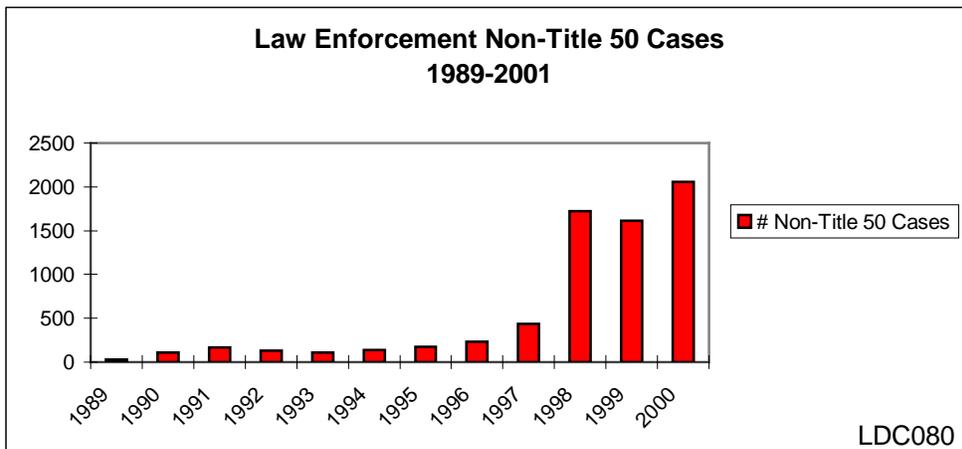
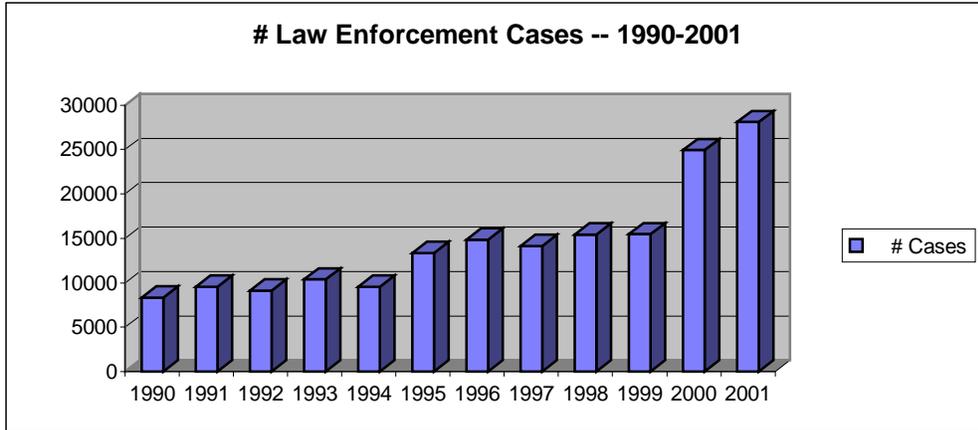


Program: Law Enforcement Operations

Strategic Plan Component: Strategy 1: Management, Action 3; Strategy 2: Science and Technology, Action 3; Strategy 3: Education and Public Involvement, Action 1 / 3; Strategy 5: Internal Management and Operations, Action 1 / 2 / 3 / 4 / 5 / 6

7.1 - 7.5: Tasked with the responsibility of managing and protecting the natural resources of the state, DNR is in a unique and challenging position of balancing the public desire to utilize our natural resources for recreational and commercial purposes, with the need to implement restrictions (laws and regulations) on the use of the resources to ensure their long-term viability. The Law Enforcement Division has the primary responsibility of protecting these resources and those who utilize them through the enforcement of laws and regulations. In addition to enforcement efforts, the Division conducts educational and public awareness programs to promote safety, improve compliance with the laws and regulations, and enhance ethical behavior. DNR law enforcement officers also routinely assist other law enforcement agencies with a variety of enforcement tasks. By combining resources with other agencies to meet specific needs (in response to natural/manmade disasters, civil disturbances, or man-hunts/search and rescue operations), DNR along with other law enforcement agencies is able to serve the public in a cost-effective manner. In order to assess job performance and the effectiveness of our efforts to protect the states natural resources and those who utilize them, the Division collects and monitors data relating to officer case load for Title-50 cases (game, fish, and boating) and Non-title-50 (as identified in 50-3-410 i.e. littering, alcohol violations, disorderly conduct, simple possession of marijuana, etc.). During 2000-2001, 28,073 game, fish and boating cases and 2,056 other cases were handled by Conservation Officers. In addition, these conservation Officers provided 5,027 hours assisting other law enforcement agencies in the state. Although it is not the Division’s intent to measure officer performance based on case loads alone, nor is it totally accurate to correlate customer satisfaction to an officer case load, it does present an opportunity to assess the type and number of violations that are being committed. Based on an assessment of this data, law enforcement resources can be reallocated to address significant issues/concerns. In addition, in many situations the activities of DNR officers are directly

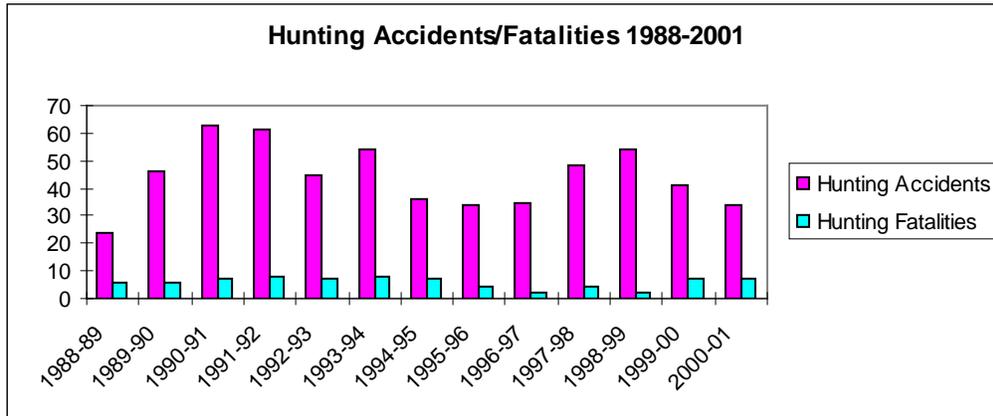
focused on issues/concerns that the public has identified. The bottom line result of this process should be enforcement efforts that allow the public to enjoy the states' natural resources, with the knowledge and understanding that measures taken to ensure the protection of the resources and those who utilize them are paramount. The areas that are monitored reflect areas of concern to DNR and from the general public.



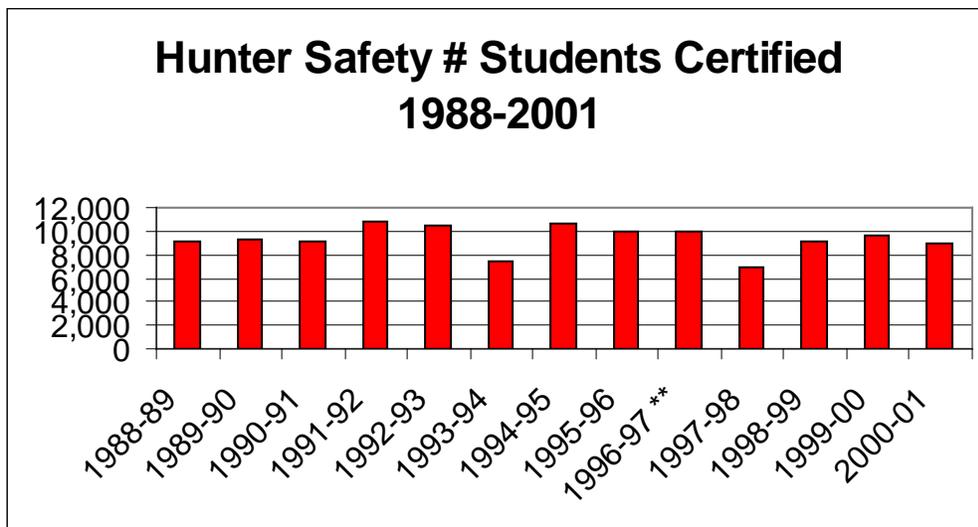
Program: Hunter Safety

Strategic Plan Component: Strategy 1: Management, Action 3; Strategy 3, Action 1 / 2 / 3 / 4 / 5; Strategy 5, Action 4.

7.1-7.2: The law Enforcement Division collects and monitors data on several key functions that relate to job performance and constitute satisfaction. The areas that are monitored reflect areas of concern to DNR and from the hunting public.

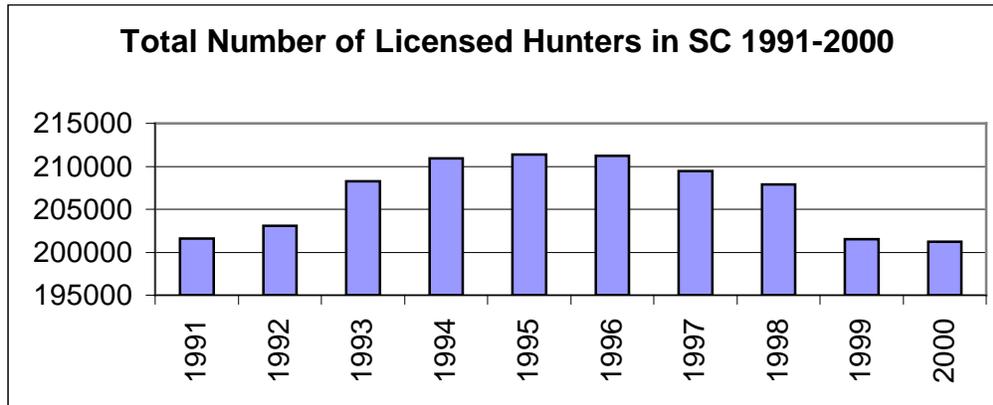


Number of Hunter Education Courses conducted and the number hunters certified in a DNR Hunter Education Course: Although the course is mandatory for all hunters born after June 30, 1979 prior to purchasing a license to hunt, there are many hunters who participate in the course in an effort to improve their knowledge of hunting and other outdoor skills even-though they are not required to attend. In addition, many South Carolina hunters who travel out-of-state to hunt will attend the course in this state in order that they will be in compliance with the laws of the state they will be hunting in.



7.4: A good measure of constituent satisfaction is reflected in the continued growth/sustainment in the number of total hunting licenses/permits purchased each year by hunters. This included 201,221 licensed hunters in the state in 2000. Due to the various game that is hunted in the state

and the various methods that are used, DNR has to work closely with different hunting constituent groups and the general public to address issues/concerns that affect them. This association has allowed DNR to be successful in obtaining legislation and additional resources (funding sources) to deal with specific hunting related issues/concerns. The partnering has also lead to the development of PSA's to address hunting safety and improvement of the educational programs intended to address hunting safety and ethical behavior.

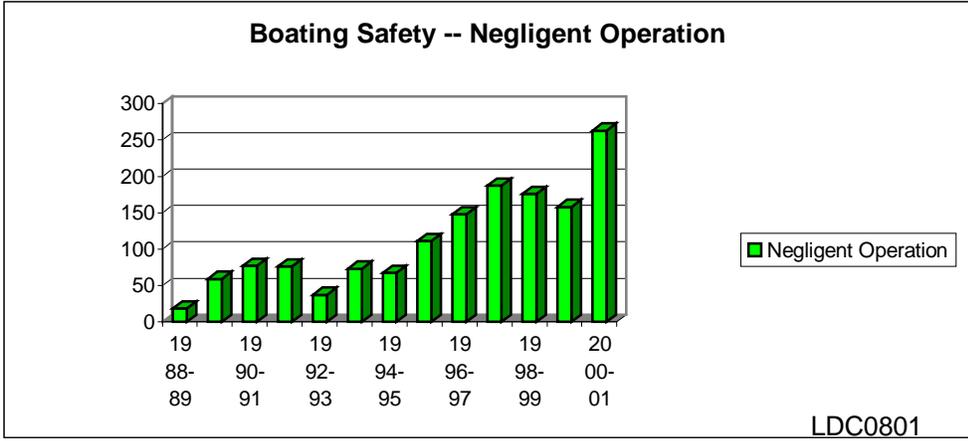
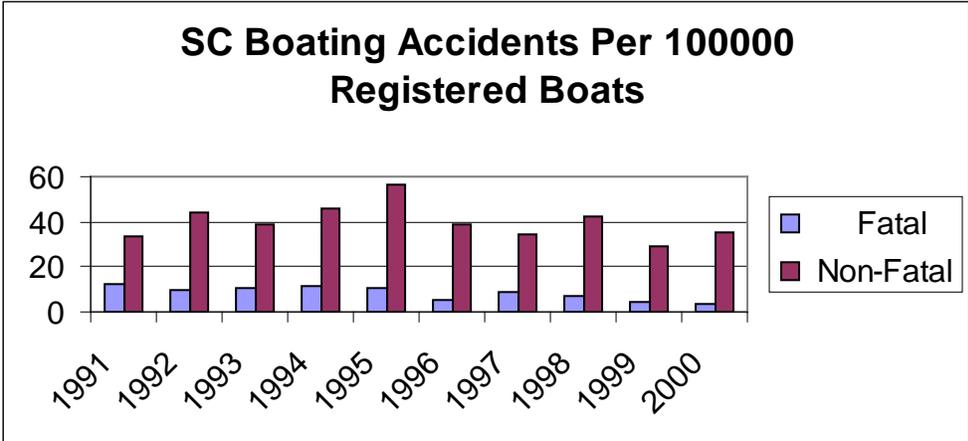
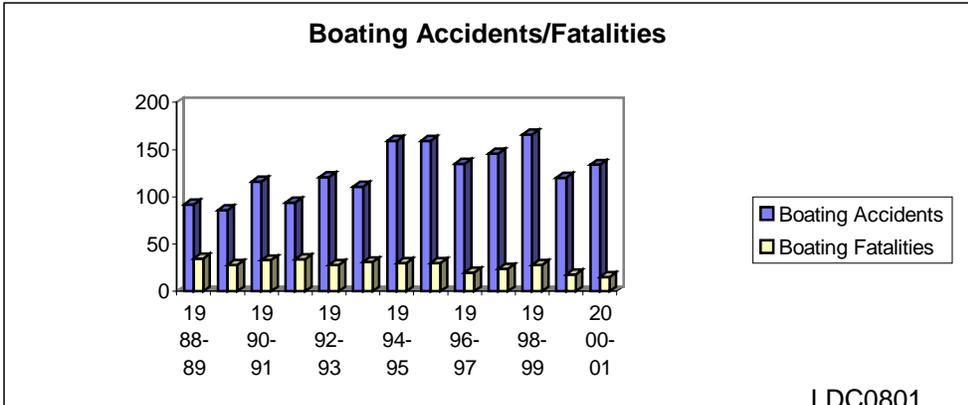


7.5: The total number and type of enforcement cases that are made are indicators of regulatory/legal compliance. From a review of cases made in regards to the nature and location of the violations, DNR is able to prioritize law enforcement resources and adjust the focus of education programs and public awareness campaigns to address hunting related issues/concerns. This information is also useful in establishing legislative priorities. In addition to addressing safety-related concerns in our educations programs and public awareness campaigns, DNR also places great emphasis on the ethical use of our resources. However, in an effort to promote good citizenship and compliance with the laws that regulate hunting in our state, it has been DNR's experience that a viable and visible law enforcement presence tends to have the greatest influence in addressing hunting related problems.

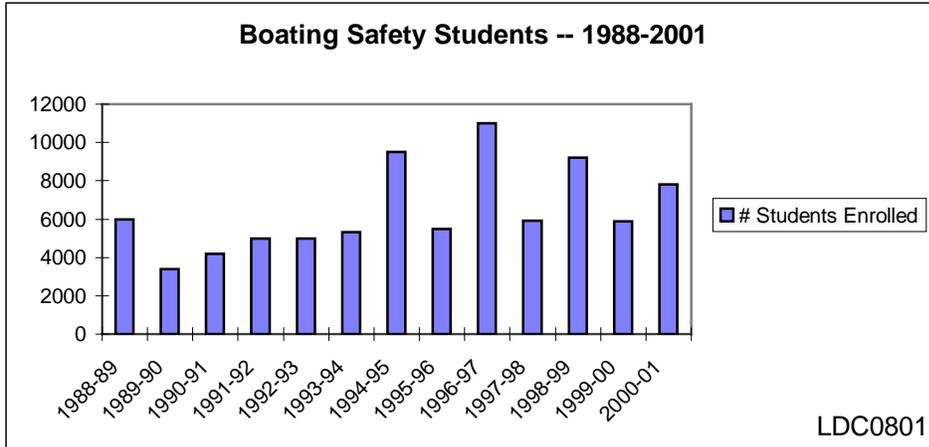
Program: Boater Safety

Strategic Plan Component: Strategy 1: Management, Action 3; Strategy 3: Education and Public Involvement, Action 1 / 2 / 3 / 4 / 5; Strategy 5: Internal Management and Operations, Action 4
Organizational Effectiveness Results:

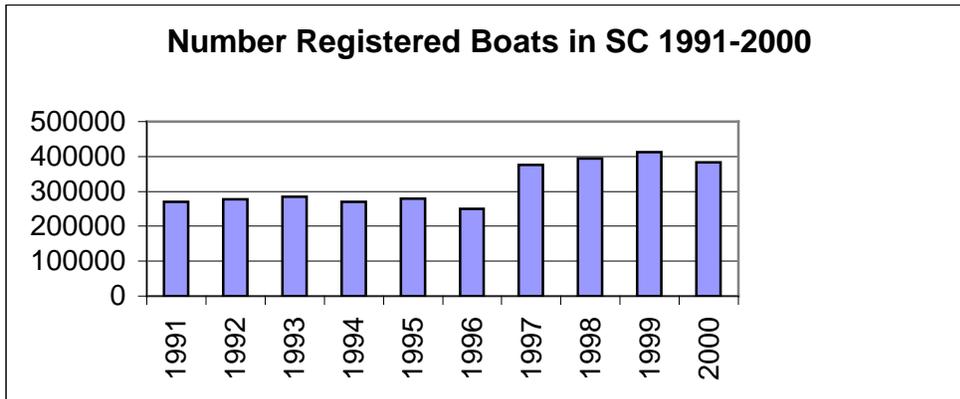
7.1 - 7.2: The Law Enforcement Division collects and monitors data on several key functions that relate to job performance and constituent satisfaction. The areas that are monitored reflect areas of concern to DNR and from the boating public.



Number of students certified through a DNR Boater Education Course: Although the course is mandatory for boaters under the age of 16 who desire to operate a water craft powered by a 15 h.p. motor or larger without adult supervision, there are many other boaters who participate in the course in an effort to improve their knowledge boating related issues even though they are not required.



7.4 A good measure of constituent satisfaction is reflected in the continued growth in the number of boats registered in the state. Growth of recreational boating in South Carolina has required DNR to work closely with the boating industry and boating groups/associations to address issues/concerns. This association has allowed DNR to be successful in obtaining legislation and additional resources to deal with specific boating related issues and general growth of the activity. The partnering has also lead to the development of PSA's to address boating issues and educational tools (videos).



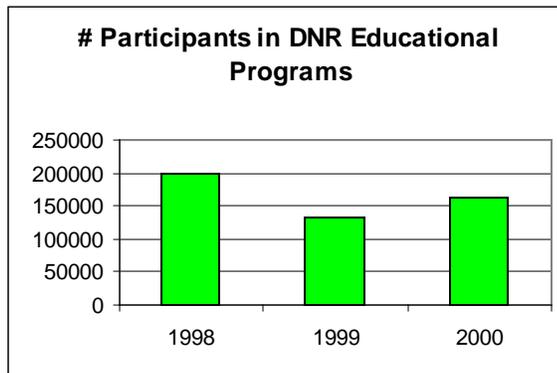
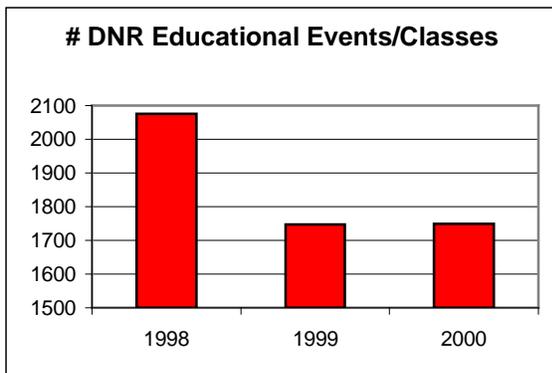
7.5: The number and type of enforcement cases that are made are indicators of regulatory/legal compliance. From a review of cases made in regards to the nature and location of the violations, DNR is able to prioritize law enforcement resources and adjust the focus of education programs and public awareness campaigns to address boating related issues/concerns. This information is also useful in establishing legislative priorities. In addition to addressing safety-related concerns in our educations programs and public awareness campaigns, DNR also places great emphasis on the ethical use of our resources. However, in an effort to promote good citizenship and compliance with the laws that regulate boating on the waterways of our state, it has been DNR's experience that a viable and visible law enforcement presence tends to have the greatest influence in addressing boating related problems.

Program: Education

Strategic Plan Component: Action 5: Measures 1 & 2

Organizational Effectiveness Results: Emphasize the importance of education as a portion of every DNR employee’s work responsibility.

DNR employees are encouraged to attend or more importantly actively participate in DNR Education and Outreach Events. These programs and events are scheduled during the year at various locations around the state. Employees are then presented with and realize more ownership of the various programs of the agency. These programs and events allow the employees of the agency to interact with the public that the agency is serving and increase their awareness of natural resources. Educational Programs include Project Wild, Project Wet, Camp Wildwood, Envirothon, Aquatic Education, Coastal Adventure Cruise Program, Marsh Classroom, Touch Tank Classroom Activity, MRD Tours, Becoming an Outdoors Woman, Take One Make One, as well as various writing and art competitions conducted through schools and conservation districts. Outreach Events include Beach and River Sweep, Hooked on Fishing Rodeos, Marine Resources Fair and Open House, and the Palmetto Sportsmen’s Classic. Recent reductions in funding will undoubtedly result in changes in agency program and outreach efforts. Until these reductions are implemented, we will be unable to determine the effects on current education and outreach programs.



Program: Education

Strategic Plan Component: Item 2 Goal 6

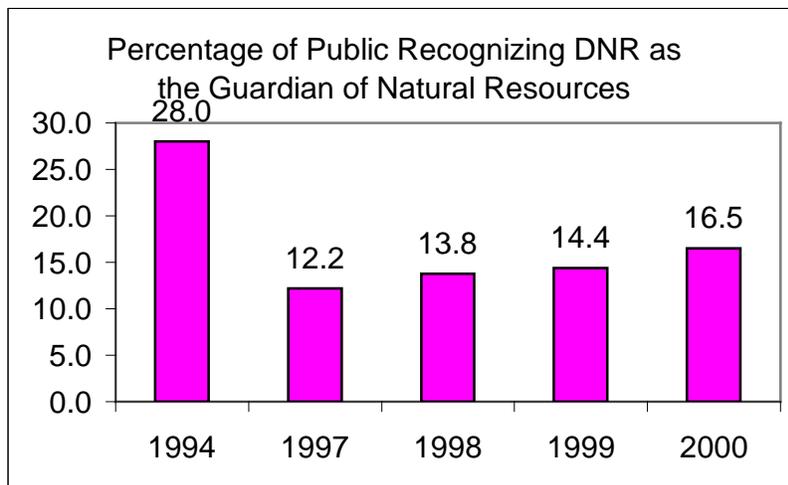
Organizational Effectiveness Results: To increase public awareness of the mission of the Department of Natural Resources.

In July of 1994 the agencies of Wildlife and Marine Resources, Land Resources and Water Resources were combined into the Department of Natural Resources. Since that time there has been a constant effort by the agency to ensure that the name of the agency can be identified by the public as the agency responsible for the protection and utilization of the state’s natural resources. In a February 1994 survey, 28% of the respondents indicated that responsibility for managing and protecting fish; game, non-game and natural resources in South Carolina resided with either the South Carolina Wildlife and Marine Resources Department or South Carolina

Wildlife (Department). Surveys done since the 1994 formation of the Department of Natural Resources asked the following: “To the best of your knowledge, which state agency is responsible for the management and protection of South Carolina’s natural resources?” The results indicated that the percentage of respondents who correctly identified the Department of Natural Resources as the agency responsible for the management and protection of South Carolina’s natural resources has increased slowly over time. This awareness rose steadily from 12.2% in Fall 1997 to 13.8% in Spring 1998, 14.4% in Spring 1999, and 16.5% in Fall 2000.

The DNR home page was created in 1994. It contains organizational and administrative information such as job postings, procurement solicitations and awards, hunting and fishing rules and regulations, and various research or fisheries and wildlife management initiatives of the Department. In addition, the DNR home page includes several sources of primary data including river and lake levels, precipitation and temperature station histories, and a series of GIS natural resources layers. There are numerous methods of measuring customer satisfaction and home page effectiveness. The DNR maintains several on-line forums, facts pages and email opportunities for user feedback. In addition, a customer satisfaction survey was conducted in May 2001 as part of an overall website evaluation. More than 140 users responded to the survey. The results indicate a 92% overall satisfaction with the website and their likelihood to re-visit the DNR home page. Public awareness is further enhanced through the 60,000 subscribers to the *SC Wildlife* magazine, approximately 375 statewide and regional news releases and public service announcements aired by approximately 200 radio and TV stations in the state.

Efforts by agency personnel to disseminate the name of the Department of Natural Resources have been effective by increasing the name recognition of the agency. Recent reductions in funding have caused the agency to discontinue participation in the South Carolina Broadcasters Association. Public service announcements link program and activities to the name and slogan, “Working for you Naturally.” It is anticipated that this will make it increasingly difficult to effectively continue this increase in recognition of the agency’s name and mission.



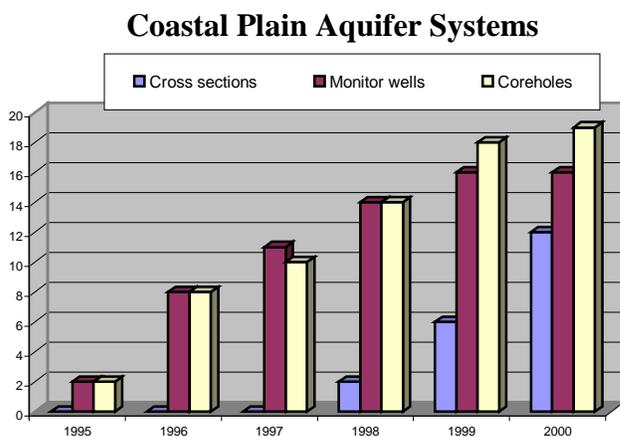
Note: Agency restructuring and name change-1994.

Program: Land, Water and Conservation Districts

Pursuant to the Water Resources Planning and Coordination Act of 1967 ('49-3-10 et seq.), the Division of Land, Water and Conservation develops and implements programs that manage and conserve the land and water resources of South Carolina. This is accomplished by providing guidance in the development and management of these resources through planning, research, technical assistance, public education, and development of a comprehensive natural resources database.

The division serves as the focal point for climatological matters for State government and provides climate information and services to both public and private sectors. It is also headquarters of the South Carolina Geological Survey. The state's 46 soil and water conservation districts receive staff, funding and guidance from the division, and the SCDNR Internet Home Page is also maintained by this division.

Knowledge of where and how much water is available is a major concern to all water users. This knowledge base was significantly expanded during the past six years through the Aquifer Delineation Project. The project resulted in over 10,000 feet of core, drilled at 19 sites in the Coastal Plain. Sixteen monitor wells were installed at depths ranging from 50 to 500 feet. The combined footage of these wells was 4,000 feet. About 100 geophysical logs were obtained with a combined footage of 56,000 feet. Over 700 core samples were analyzed to determine the age of the sedimentary layers that compose the ground water system. These data were used to construct 12 hydrogeologic cross sections that depict the lateral and vertical extents of the principal aquifers and confining units. The cross sections will be accessible from the Internet to provide information to municipalities, industries, farmers, and well drillers about the availability of groundwater resources in the Coastal Plain.



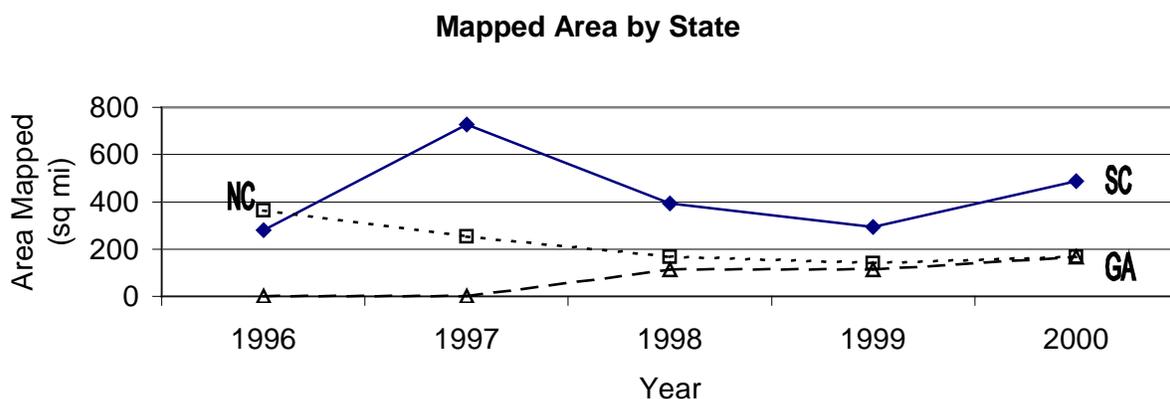
The State Water Plan presents general goals and objectives for sustaining the availability of water for current and future use, precipitation and stream flow from neighboring states; our

stored water; and types of water use. Most importantly, the Plan provides considerations and guidelines for how water should be managed in the State. One of the Plan's critical components deals with identifying and addressing water shortages, and the Plan details appropriate responses based on the degree of shortage. Few states in the nation have developed such plans; North Carolina and Georgia are currently working on the framework of their water plans.

The core function of the Geological Survey is the development of geologic map information; and based on citizenship, the unit is the sole source provider for such information within the State. Performance goals compliment legislatively described duties and align processes with strategic objectives. Stakeholders and the STATEMAP Advisory Committee continue to guide the development of action plans. Action plans respond to strategic objectives by anticipating needs for geologic map information, and critical areas needing such information are defined by analysis of development data of either socio-economic growth or man=s impact on the environment.

During FY 2000, the Bluffton area and the I-85 growth corridor were determined to be critical areas. In the Bluffton area along the coast, 205 square miles (land area = 3.7 quadrangles) were mapped, and technical innovativeness resulted in mapping facies within depositional systems and in conducting analytical studies to age date those systems. Along the I-85 growth corridor, 280 square miles were mapped (5 quadrangles:3 internally and 2 outsourced). These Piedmont map products were improved by showing fold phases and fault structural style.

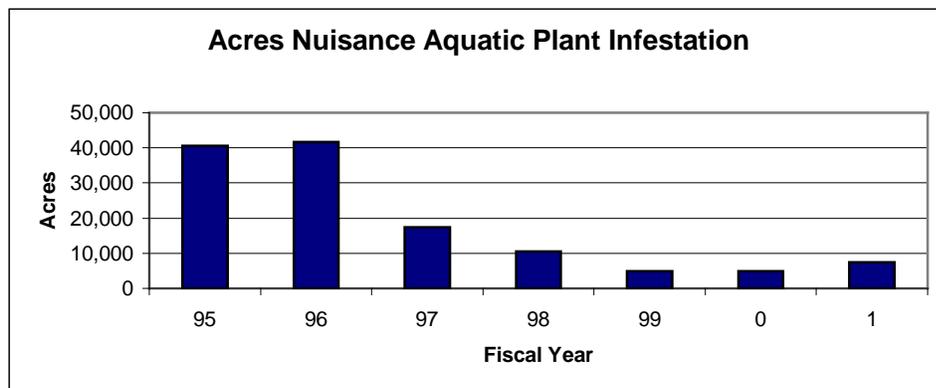
Cycle time for design to introduction of internal map products was maintained at 18 months and continues to be controlled by external STATEMAP funding. Georgia and North Carolina also participate in the STATEMAP program and maintain the same product cycle time. Publishing outsourced maps made additional geologic information available, optimized available resources, and bridged learning gaps created by externally funded priorities. Value was added when the maps were digitized and made available in electronic format. This map information was delivered directly to local and county planning offices, as well as made available to other stakeholders upon demand.



The Land and Water Stewardship Program has several programs in the area of Planning and Resource Management. These programs include the Watershed and River Corridor Planning

Program, the South Carolina Scenic Rivers Program and the Natural Resources Planning Initiative. Each of these programs has a strong community-based planning component and a key measure of customer satisfaction, and mission accomplishment is the level of participation in our planning projects. During FY2001, we had over 1500 constituents directly involved in projects ranging from the Reedy River Watershed Study to planning assistance to the Town of Great Falls. Another measure of mission accomplishment and involvement is the completion of resource management plans. During FY2001, we completed three management plans and one scenic river eligibility study.

During FY 2001, program staff completed the South Carolina Zebra Mussel Risk Assessment and expanded Shoreline Habitat Enhancement efforts on Lake Murray with the planting of over 2,000 buttonbushes and cypress trees, 1,000 wild celery plants, and experimental planting of a variety of aquatic plant species. Aquatic plant management operations were conducted on 21 waterbodies at a cost of \$483,236. The ultimate success of the program is measured by the presence of aquatic nuisance species in the state’s public waters. During the past year, no zebra mussel populations were found and the total area infested with nuisance aquatic vegetation was 7,408 acres. While this is a 54% increase in coverage from FY 2000, it represents an 82% decrease from peak coverage in 1995.



In order to protect and manage the natural resource base, Department staff provides technical assistance to the public in conjunction with the 46 conservation districts and the USDA-Natural Resource Conservation Service. Technical duties of staff include planning and application of soil and water conservation practices, promoting wildlife habitat, monitoring soil erosion, assessing sediment and storm water problems and conducting technical clinics and workshops. Through conservation districts, \$7.48 million in federal cost share assistance was provided for installation of Best Management Practices. An additional 145,041 acres were placed in a conservation plan, bringing the grand total to 7.7 million total acres in South Carolina covered by a conservation plan. Furthermore, Department staff provided technical assistance towards water quality protection and management projects. A major DNR effort included execution of the State Conservation Cost Share Program whereby \$690,000 of State Funds were matched by \$1.6 million from individuals, non-profits, local governments, and USDA to install conservation

practices and projects to address non-point source pollution. Over 391 State Conservation Cost Share projects were funded in the 46 districts. In addition, six conservation districts secured over \$500,000 for water quality demonstration projects through Clean Water Act Section 319 Grants.

To foster professional development and employee satisfaction, staff attended training workshops, seminars and periodic staff meetings. Staff attended 8 technical training workshops, a conservation easement workshop and a joint meeting with counterparts from North Carolina. All Section Field Staff participated in three statewide Conservation District Operations Training sessions for conservation district commissioners and employees. Employees are encouraged to be innovative, to look for ways to improve service, to interact with supervisors, and to network with coworkers and others to accomplish job tasks. Another measure of employee satisfaction is job longevity. Of the 23 staff positions, 13 have been employed 15+ years with the Department.

Efforts to promote partner enhancement include staff participation in meetings of the S.C. Conservation Partnership Quality Management Team, State Technical Committee and S.C. Outreach Council. DNR funded a contract with the S.C. Association of Conservation Districts for joint project coordination and achievement. Staff coordinated the Annual Conservation Partnership Conference in conjunction with conservation districts and USDA-NRCS; supported and advised seven committees of the S.C. Association of Conservation Districts (SCACD); and supported the Annual Legislative Conference of the SCACD. Staff met in Washington, D. C. with the S.C. Congressional Delegation

Office of Climatology

Current and historical climate products for South Carolina and other southeastern States, including Alabama, Florida, Georgia, North Carolina, Virginia, as well as Puerto Rico and US Virgin Islands, are obtained, quality assured, and maintained on data archives to support the climate information needs of various economic sectors in these states and territories. A key indicator for customer satisfaction is ‘distribution of offline productivity for each business sector’ (i.e., energy, agriculture, transportation, tourism, etc). Twelve of the 32 different business sectors displayed comparative increases in productivity and revenue.

To meet the needs of a diverse and geographically broad customer base, the Land Water and Conservation Division of the SCDNR takes advantage of funding opportunities from a variety of sources. In addition to state appropriated funds (24%), the SCDNR uses federal funds from the National Oceanic and Atmospheric Association (65%), the US Department of Agriculture (8%), and revenue monies from the sale of climatic information and data (3%).

Response Indicators for organizational effectiveness are near-real time information acquisition, innovation rates, revenue efficiency, and legislative compliance. Information acquisition increased by 21% and 16% for NOAA and non-NOAA sources. Information distribution has been effectively transitioned to e-technology processes with a net gain in customer satisfaction. Innovation rates are 58% reduction in manual-offline customer interaction and 45% increase in automated information distribution such as web based (see Figure). Productivity, average revenue generated per item, has increased by 20%. The Office of Climatology, in accordance with the South Carolina Drought Response Act, promulgates regulations. In so doing, the Office

has brokered agreements for 21% of Local Drought Committee appointees.

