

Accountability Report Transmittal Form

Agency Name: SC Department of Natural Resources

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SECTION I
EXECUTIVE SUMMARY
2002/2003 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES

The quality and abundance of South Carolina's natural resources create a wealth that is unsurpassed by other states and regions of the country. These resources bring an enviable quality of life to our citizens and 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 (USFWS) revealed that state residents and non-residents spent \$1.3 billion on wildlife-associated recreation in South Carolina. With a total agency budget of approximately \$60.3 million, the \$1.3 billion in expenditures represents a return on investment of over \$21 for every dollar expended by the S.C. Department of Natural Resources (DNR). These figures signify the substantial business and financial results that provide a benchmark for identifying benefits from the programs of the DNR.

During FY 2002-2003, the DNR operated its programs based upon the DNR Board's 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: The licensing section and the boating section have been consolidated to create a "one stop shop" customer service area for our customers (Strategy 5); merged Administrative Services Division IT with Land, Water and Conservation Division IT to form a total Department Information Technology group (Strategy 5); completed 18 public boating access facilities statewide (Strategy 1, Action 4); initiated a pilot program that created a multipurpose license renewal form (Strategy 5, Action 2); developed a new model drought response plan/ordinance (Strategy 2, Action 1); 80,912 cumulative acres acquired and/or protected by the Heritage Trust Program through FY 2003, managed 99,000 acres of Department owned Wildlife Management Area lands; 1,046,775 acres of Wildlife Management Area (WMA) lands were managed for public use and enjoyment in 2003; more than 645 natural and cultural elements have been protected by the Heritage Trust Program; 17,541 children participated in conservation education programs in 2002-2003; 300,000 SCDNR Web Page visits per month for a total of 3,600,000 visits per year for FY 2002-2003; the annual Human Affairs Report reflected that the DNR reached 77.4% of its affirmative action goals for the most recent evaluation period which was a 9.7% increase in goal attainment from the previous year; recorded 111 non-fatal and 19 fatal boating accidents in FY 2001-2002; 51 public dove fields were made available for public hunting; and the S.C. Lands Legacy Initiative was implemented with the DNR as a partner.

In the DNR Board's Strategic Plan, the agency's mission is stated as follows: "The South Carolina Department of Natural Resources (SCDNR) is the advocate for and steward of the state's natural resources." The DNR accomplishes its mission based upon an agenda that encompasses these values:

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, 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 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 process;
8. Speaks for the state's natural resources by commenting on proposed alteration to the environment; and
9. Maintains an agency culture that continuously seeks to improve operations and effectiveness in a professional manner for its employees and customers.

Various opportunities and barriers 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 the highest priority on protecting and managing the State's natural resource base. Major legislative efforts for habitat conservation and permanent land acquisition will be continued along with the agency's partnership in the S.C. Lands Legacy Initiative. 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 law enforcement activity and boater/hunter education programs in order 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 recommendations 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 is the \$5.9 million in total budget reductions implemented in the DNR in FY 2002-2003 (15.4 percent). The DNR's budget has been cut \$11.4 million since July 2000 (35 percent). These reductions affect all of the agency's programs and the ability to meet the objectives established for the DNR by statute and the DNR Board. Finding new and adequate funding is of utmost importance in the successful implementation of DNR's highest priority of permanently protecting and managing the unique habitat and cultural resources of South Carolina.

SECTION II
BUSINESS OVERVIEW
2002/2003 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES
September 16, 2003

The SCDNR had 908 full-time equivalent positions at the end of FY 2002-2003. The agency's operations are located statewide. The major operational locations are the Columbia offices located in the Rembert Dennis Building and at 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 at Bluffton. The Land, Water and 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 with offices 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 in Clemson, Abbeville, Greenwood, Rock Hill, Barnwell, Florence, Columbia, Eastover, Lexington, Greer, Bennettsville, and Bonneau. Freshwater Fisheries hatcheries are located in 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 in Columbia, Green Pond, Rock Hill, Charleston, Georgetown and Clemson. Wildlife Management field offices are located in 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, the Yawkey Wildlife Center at Georgetown, and the Webb Wildlife Center at Garnett.

In June 2003 the S.C. Natural Resources Board approved a plan to consolidate S.C. Department of Natural Resources' field offices into four regional "hub" office locations. Done out of necessity as a cost-savings measure, the plan calls for 17 DNR field offices to be consolidated into four major regional office hubs: Central Region with an office in Columbia; Coastal Region with an office in Charleston at Fort Johnson on James Island; Upstate Region with an office in the Greenville-Spartanburg area; and Catawba-Pee Dee Region with an office in Florence. When implemented in 2003-2004, the consolidation plan is expected to save the agency considerable financial resources in management costs, utility bills and employee salaries.

The SCDNR's customers include all the people of South Carolina, as well as non-residents customers. Based upon the most recent survey commissioned by the U.S. Fish and Wildlife Service conducted by the Bureau of the Census, 1.7 million people, age 16 and over, who participated in wildlife- associated recreation in South Carolina. Of this total, 812,000 engaged in fishing, 265,000 hunted, and 1.2 million participated in wildlife-watching activities to include observing, feeding or photographing wildlife. Fishermen and hunters participated in 10.7 million days of fishing and 4.7 million days of hunting. The 1.7 million people who participated in fishing, hunting, wildlife-watching activities and other wildlife related recreation in South Carolina in 2002 spent over \$1.3 billion. Other key customers include the following: over 1,998

landowners participated in the Antlerless Deer Quota Program; 41,488 individuals participated in the Individual Antlerless Deer Tag Program; 900-1000 landowner/pond consultations per year; over 372,074 active boat registrations; 850,000 records submitted annually to county treasurers for tax purposes; over 27,000 children participating in conservation education programs; 57,000 subscribers to the *S.C. Wildlife* magazine; 46 Land, Water and Conservation Districts; over 4,023 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 5,000 individual 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; and planning agencies.

The SCDNR has a diversity of suppliers that provide input 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. Partnerships with private organizations include The Conservation Fund, The Nemours Environmental Foundation, The Nature Conservancy, Duke Energy, Crescent Timber, Champion Timber, various land trusts, National Wild Turkey Federation, Ducks Unlimited, Quail Unlimited, Trout Unlimited, Palmetto Conservation Foundation, S.C. Sportsmen's Coalition, and the Harry Hampton Wildlife Fund. Other suppliers of input to the SCDNR are as follows: over 2,030 acres of private land in 53 public dove fields; timber companies; U.S. Forest Service, and private individuals in the 1.1 million acre Wildlife Management Area Program; federal grant agencies providing over \$4 million for marine resources research and monitoring projects; 1,463 environmental permit applicants related to commercial and residential development; 50-100 requests per 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 2,700 surface acres of water bodies treated to control nuisance aquatic weeds; approximately two 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.

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, and permits; 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; 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 for youth, women and mobility impaired 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; WMA 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 234 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 on marine fisheries.

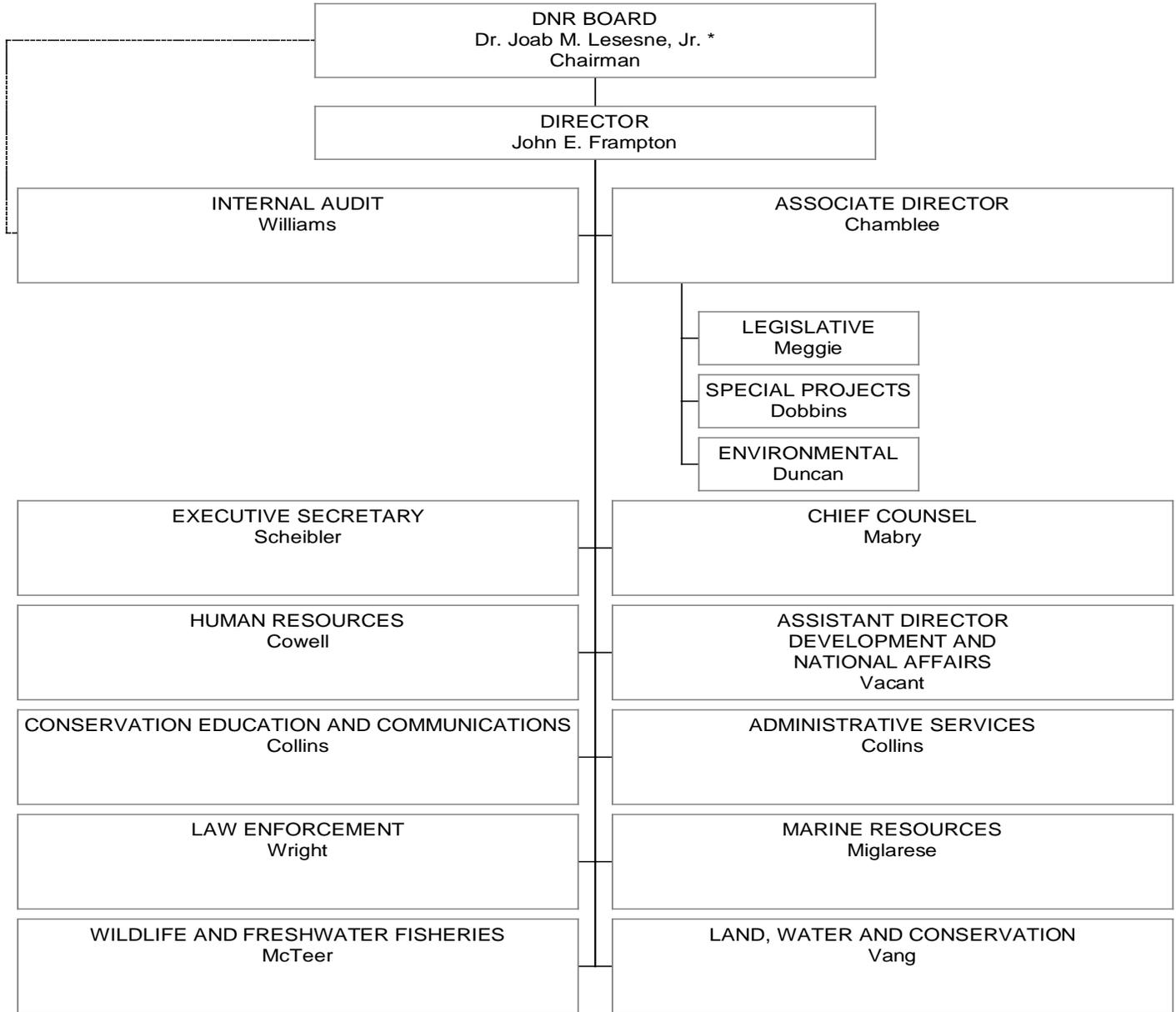
Base Budget Expenditures and Appropriations

Major Budget Categories	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$37,331,164	\$20,282,964	\$35,514,024	\$18,415,113	\$35,948,346	\$17,900,379
Other Operating	25,343,964	5,224,966	17,959,500	1,606,343	19,980,649	2,323,093
Special Items	16,311	0	17,519	0	19,311	0
Permanent Improvements	0	0	0	0	0	0
Case Services	0	0	0	0	0	0
Distributions to Subdivisions	1,780,761	414,000	949,649	414,000	1,630,761	414,000
Fringe Benefits	9,572,708	5,237,266	11,052,959	5,732,155	10,275,243	5,581,401
Non-recurring	872,505	622,505	0	0	0	0
Total	\$74,917,413	\$31,781,701	\$65,493,651	\$26,167,611	\$67,854,310	\$26,218,873

Other Expenditures

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	\$1,240,000	\$7,801
Capital Reserve Funds	\$250,000	\$187,923
Bonds	0	0

S.C. Department of Natural Resources Organizational Chart



*On July 29, 2003, Governor Sanford replaced Dr. Lesesne as Chairman with Michael G. McShane

SECTION III
ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA
2002/2003 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES
September 12, 2003

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 which states: "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. This action also provides a forum by which the public may review progress toward those priorities that are deemed most important. In addition to the programmatic accomplishments, the DNR prepares and publishes a comprehensive annual report in which performance is communicated to the public and the State's legislative leadership. Through this annual report, the agency's values are identified, priorities are enumerated, and performance is detailed for 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 states 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 businesses, farmers, planning agencies, water authorities, university faculty and staff, and developers, etc.

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. 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 conducted to secure feedback on particular issues or problems. Input from employees is 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 implement needed changes to improve leadership effectiveness and management of the agency. They use task forces to review particular issues/problems, providing feedback and performance review findings.

1.5: The DNR addresses the current and potential impact on the public of 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 is noted through legislative contact, constituent organizations, commercial and recreational interests, advisory committees, and through other private /public entities. In each case, 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 interest 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, such as boating-related fatalities, become major public policy issues, the agency will pursue specific laws and/or regulatory controls to protect the safety of people and property.

1.6-1.7: Senior leadership establishes 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, detailing 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 consideration. A similar process is followed for the development and submission of the annual DNR budget proposals that are prioritized based on the needs of the agency for improvement and funding. Both the legislative package and budgetary proposals are linked to critical natural resource issues and needs as identified for emphasis through staff and public 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 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

2.1: The primary focus of the planning process in the SCDNR is the Strategic Plan. The SCDNR Board first adopted this plan in 1996. It was the first comprehensive strategic document prepared by the agency and provided excellent direction to the newly structured agency. The 1996 Strategic Plan was last updated in 2001. 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 that cover all of the programs and activities of the agency. The Strategic Plan provides a focus for the budgeted programs of the SCDNR and 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 the Governor's Office, the General Assembly, the SCDNR Board, advisory committees, constituent organizations, professional groups, and the public to insure that resources are used in the most efficient manner. With a newly appointed Board and a new Director, it has been decided that the agency will update the Plan again in 2003-2004.

2.2: Each program in the agency is required to develop specific goals and objectives that 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. Additionally, they are reviewed and justified through the budgetary process that is implemented by the staff and the SCDNR Board. The Strategic Plan provides direction through the agency's strategic agenda, providing 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 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 process; 8) speaks for the State's natural resources in commenting on proposed alterations to the environment; and 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 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; thus, the senior leaders in each division are allocated specific objectives and action plans through the various programs and projects. Also, 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. 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.

2.4 The key strategic objectives in the Strategic Plan are:

Strategy 1: Management

Protect, manage and sustain the public's enjoyment of natural resources through programs that support hunting, recreational boating, fishing, wildlife watching, soil and water conservation, land and water planning and management, public access, and technical assistance. Continuously refine these and other programs based upon current and anticipated future needs.

Strategy 2: Science and Technology

Develop and apply resource management technologies to foster sustainable levels of natural resources.

Strategy 3: Education and Public Involvement

Educate the public about natural resources issues and involve them in resource management decisions.

Strategy 4: Landscape Conservation

Advance a habitat stewardship and management program to provide for the long-term conservation of the state's natural resources. Prepare and implement a comprehensive strategy to protect, understand, manage and restore terrestrial and aquatic habitats, including farm and forestlands, which are necessary for the long-term conservation of the state's natural resources.

Strategy 5: Internal Management and Operations

Continuously review the agency infrastructure, human resources and funding sources to maximize efficiency and effectiveness of operations.

2.5 The agency's strategic plan is available to the public through the agency's Internet homepage at www.scdnr.state.sc.us.

Category 3 – Customer Focus

3.1-3.2: 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. 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. One of the agency's primary listening and learning methods is through its advisory committees. Each division has at least one citizen advisory committee that is either provided for in statute or created by Executive Order. The purpose of these advisory committees is to solicit public input and to advise the DNR Board on matters of policy and issues that affect the state's natural resources. Public meetings are usually held by each committee every two months in locations across the state to make it convenient for the public to attend and interact with the committees and staff. To develop a comprehensive customer focus for the SCDNR 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, and focused on 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 to identify the following:

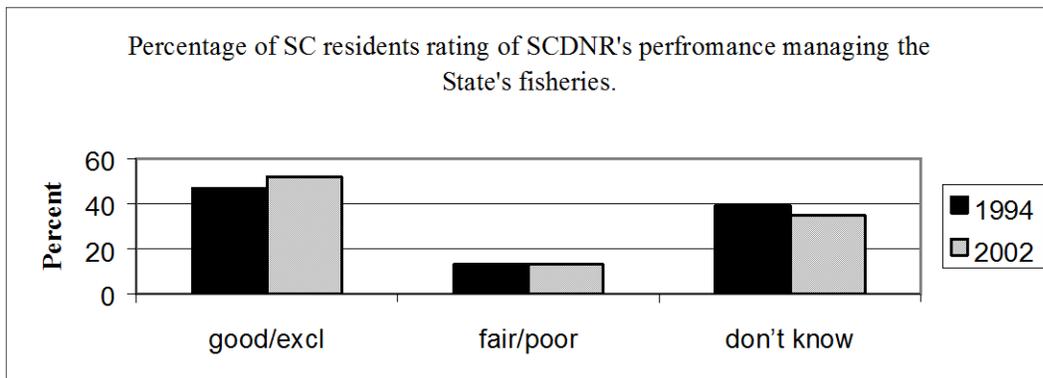
- a. the Department's total market,
- b. the market size,
- c. what citizens think the Department is doing right,
- d. what constituents want from the Department in terms of programs and services,
- e. willingness to pay for specific programs and services, and
- f. sources of information on wildlife 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, 3) the residents are most supportive of and have the least opposition to spending more time and money on programs related to education and conservation, 4) residents are willing to pay for these programs in the agency, and 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 to think highly of the agency. The DNR Website has installed a comments section that allows our customers to pose questions or lodge complaints about agency services, products and processes. Key individuals in each program area have been identified to receive and respond to these inputs from our customers, and the volume of contacts and responses will be tracked and analyzed in the future. In recent years, the volume of comments, questions and expressions of concern received in the DNR's Executive Office has increased enormously. In order to deal with this challenge, an Executive Office Ombudsman function has been created, and tracks and analyzes trends of customer satisfaction. This will be documented in future reports. The planned update of the DNR Strategic Plan in FY 2003-2004 will provide the structure and opportunity to improve the methods for determining who the agency's customers are and their key requirements.

3.3-3.4: The DNR has identified those persons, organizations and governmental agencies that are either the recipients or beneficiaries of the outputs of work efforts, or the purchaser of products and services produced by the agency, both internal and external. The agency determines who its customers are by reviewing the products, programs and services provided and identifying the end users. The agency works to determine and fulfill customers' key requirements by asking questions, defining terms, setting standards and through continuous improvement. The agency works to continuously monitor key processes to ensure that those requirements are met. A listing of agency customers is provided in Section II, pages 3-4.

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 focused on 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 (USC). These surveys were 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. Over 90% of surveyed constituents that have had contact with the DNR over the past year 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. 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 time. This action was completed recently pursuant to a survey by USC 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. The Freshwater Fisheries Section has conducted surveys of customers concerning hatchery products, technical assistance and general angler attitudes. These surveys and the public attitudinal information provide a basis for the DNR Strategic Plan update and detailed feedback from the public as to where resources need to be focused in the future. 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.



(Figure 3a)

Survey results of the residents of South Carolina from 1994 and 2002 indicate that the percentage of the population who feel SCDNR does a good or excellent job managing the States fisheries has increased over the period from 47% in 1994 to 52% in 2002 (See Figure 3a). Over the same period the percentage of residents who indicated they did not know how SCDNR performed decreased from 39% in 1994 to 35% in 2002. Over the eight year period from 1994 to 2002 South Carolina residents have become more aware of SCDNR's performance in managing the State's fishery resources and they indicate that their opinion SCDNR's performance has improved.

3.5 Through the actions noted, the DNR has built positive relationships with customers and stakeholders. As a resource management agency that operates throughout the State, the DNR field staff has 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 State's natural resources for use and enjoyment by a large portion of the state's citizens. 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 during emergencies, manhunts, hurricanes, security, communications, search and rescue, and recovery activities.

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. 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 approximately 39% of its budget from state funds. The agency also collects revenue from a variety of sources that 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 for 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, and changing constituent groups 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. A variety of programs exist in the DNR where the health, well-being and sustainability of natural resources are measured to ensure proper management and protection. 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 established 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.

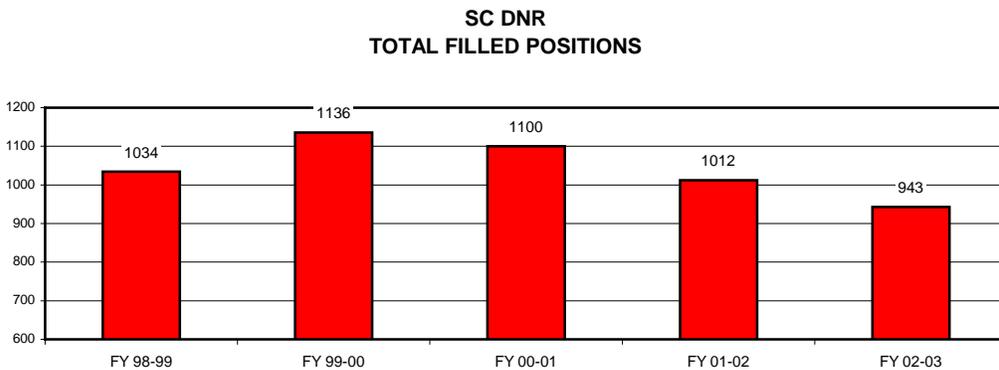
4.3-4.4: The agency uses data and information analysis in a continuous manner to provide effective support for decision-making. In the scientific arena, the analysis of data to include trends, regression, correlation analysis and the like, is an integral component of the scientific process. These types of analyses 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 intelligence and comparisons on natural resources violations 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 and comparisons that support decision-making on methods to ensure the safety of human life and property. Changing demographics and land-use trends in the State provide 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 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

It has been said that with crisis comes opportunity. The continuing budget crisis crippling State Government is mandating that agency leaders think outside the box to utilize available resources to the fullest. The Department of Natural Resources, to date, has absorbed approximately a 35% budget reduction over the last three years, which has caused a reduction in personnel, equipment, travel, training and programs.

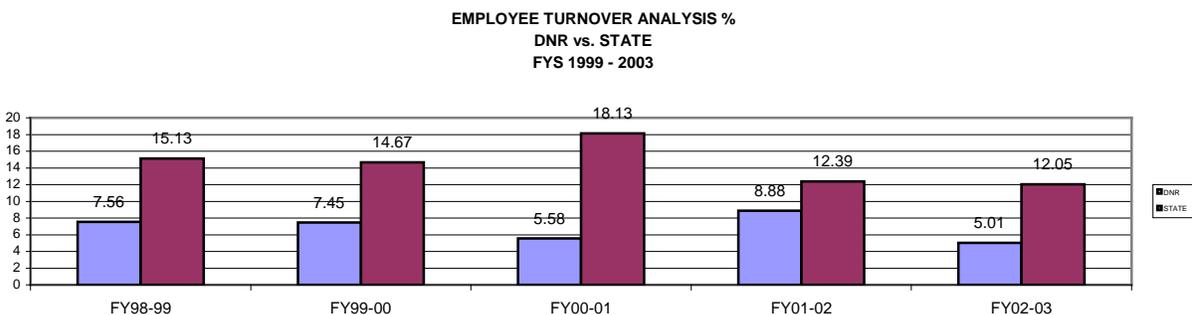
The most visible area in which the Department has lost personnel is in the Law Enforcement Division where there were 59 vacant law enforcement officer positions at the end of FY03. Eleven of these positions were permanently lost through the separation incentive. Overall, the Department had 151 vacancies as of 06/30/03, excluding the 22 positions lost in 2001 because of

the separation incentives. This vacancy rate is 22% of the 908 total allocated FTE positions for this agency. Factor in the number of fewer temporary and temporary grant employees currently employed with the Department since FY 2000, and the DNR is facing a 27% reduction in staff. Since FY00, the Department’s entire staff decreased by 193 employees at the end of FY03. (See Figure 5a)



(Figure 5a)

The majority of these permanent staff reductions have been accomplished through voluntary retirements and separations. To date DNR has offered the Separation and Retirement Incentives on three separate occasions with a total of 103 employees participating. Additionally, vacant positions are not being filled except in the most mission critical circumstances, with only 19 permanent positions being filled in FY02-03. Internal DNR candidates filled 79% (15/19) of these positions, resulting in realignment of existing staff. While this has helped meet some of the agency’s fiscal reductions, at the same time it has caused remaining employees to have to assume additional duties, often with no monetary incentive to do so. Additionally, the separation of this number of employees in a relatively short time is bringing home to the DNR leadership that “brain drain” and “succession planning” are immediate issues that must be addressed. Comprehensive color-coded organizational charts were developed to assist DNR leadership in identifying succession planning opportunities. Even in light of the incentives, DNR’s turnover rate over the last five years is significantly lower than the state’s turnover rate. (See Figure 5b)



(Figure 5b)

5-1 Motivating and encouraging employees continues to be challenging during these austere budget times. While the State compensation system provides avenues to reward employees, such as compensation for assuming additional duties and responsibilities, attainment of additional knowledge and skills, as well as providing avenues for pay for performance and bonuses, these

flexibilities have been used very conservatively during the past fiscal year. If and when the budget situation stabilizes, there could be more use of these.

The primary method of rewarding employees continues to be acknowledgement at Board meetings, deputy director meetings and division level meetings, as well as receiving acknowledgement in agency magazines, newsletters and website communications. The Department periodically submits nominations to the Blue Granite Recognition Program. Due to the nature of the work in which this agency is involved, employees often are recognized regionally and nationally for their efforts. Feedback from past surveys indicates the preferred form of recognition is at the division level. Awarding of certificates is usually handled at division staff meetings. Divisions have implemented various morale building, recognition oriented activities for their employees. These activities assist with building camaraderie and employee morale. Each year the agency participates in Public Employee Recognition Week ensuring that the Employee of the Year and the State Service Awards ceremony is conducted during that week. The Agency Director sends a letter or memorandum to all DNR employees recognizing their contributions to the agency during this time frame, as well as division directors recognizing employees in some manner ranging from individual thank you notes to on-site visits to the employees' work stations. The agency encourages individuality and creativity in determining the best form of recognition for different work groups rather than a "one size fits all" mentality.

The selection of the Employee of the Year is a culmination of individual selections made by each division for its representative. That representative then is considered along with other division representatives for the Employee of the Year. Each division representative is given a \$250 bonus as the division employee of the year, and the agency employee of the year receives an additional \$750 bonus. The Harry Hampton Fund scholarship program for dependents of DNR employees and scholarships offered by the Greenville Saltwater Sportfishing Club are additional forms of acknowledgement for DNR customers.

The Department continues to offer programs that assist employees in balancing their work and personal lives. These programs include flexible work schedules, voluntary furloughs and telecommuting opportunities. Additionally, the Department has a Tuition Assistance Program; however, this program has been suspended since FY02 due to budget restrictions. With the ongoing budget situation and realignments necessitated by this crisis, employee morale is not at its highest level; however, employees continue to be committed to the mission of the agency and to their jobs. The new Director is working diligently to resolve the budget shortfalls, partially through realignment and consolidation, and has made himself available to employees through division and unit meetings to answer questions and concerns. Each deputy director whose division has been affected by the realignments has been charged with establishing ongoing communication with staff concerning these changes to ensure employees are informed of and understand the rationale behind these decisions.

5.2 The Department continues its efforts to provide a full complement of training opportunities for its employees and the training provided is based upon the agency Management and Leadership Plan. The training plan encompasses management/leadership training, supervisory training on core skills, and professional development. In FY 02-03, 28 different course modules were offered, which is an increase of 39% since FY 00-01 and an increase of 7% since FY 01-02.

Training opportunities were cancelled for 18 sessions in FY 02-03 due to lack of participation in comparison to only three cancellations in FY 01-02. Travel restrictions and additional workloads appear to be the contributing factors in this significant cancellation rate. Additionally, overall attendance at training opportunities decreased by 22% since FY 01-02. In FY 03-04, a training needs assessment will be conducted and analyzed to determine what course offerings are needed to ensure training modules are meeting employee needs. Participants are asked to evaluate internal training programs after each session for effectiveness and applicability. Feedback from these evaluations is consistently favorable. DNR continues to partner with other agencies to offer a broader spectrum of courses. Through the State Agency Training Consortium, additional courses are made available to employees.

The Department continues its Management and Leadership program with the second class of W.I.L.D. (Workshop in Leadership Development Program) participants. There are currently 10 participants in this class. This program was suspended in FY 01-02 due to budget constraints; however, through private contributions made by the former Agency Director, funds were available to re-establish this program. This program is in alignment with the Department's need to emphasize workforce planning due to recent separations and the overall aging workforce. Of the original W.I.L.D. class in FY 00-01, approximately 16% of the class has been promoted to supervisory/ management positions. Besides the internal leadership program offered at DNR, the Department also has employees participating in the following statewide programs: Executive Institute (1), Excel Program (1), Certified Public Manager (4), Associate Public Manager (14), Associate Public Manager Completed (6).

5.3-4 The Employee Performance Management System is used as a tool to communicate to employees the expectations of their job. Supervisors receive training on effective use of the planning document to convey expectations of the job, ensuring ongoing communication with the employee concerning those expectations and conducting the final review process. The Human Resources Office is reviewing the flexibilities offered for the EPMS to determine if modifications are needed to better assist the employee and the supervisor. Modifications being considered include requiring a training objective as part of an overall developmental training plan and including the position description as part of the EPMS document. The Department has implemented a universal review date for one division with plans to expand that format to at least one additional division.

Besides regular training opportunities on the EPMS system, another indicator that this process is being used effectively as a communication tool is DNR had only an 8.3% "Meets by Default" rate at the end of FY02-03 compared to the statewide Meets by Default rate of 16.87%. Ongoing communication of employee performance is stressed and encouraged and employees are receiving regular feedback on performance. Periodically, the Department surveys employees either through formal surveys to all employees, targeted surveys to particular groups or general employee meetings to assess employee satisfaction and concerns. Additionally, exit interviews are reviewed in the Human Resources Office to determine any indicators of dissatisfaction. Relationship with fellow employees and the mission of the agency continue to be factors in sustaining job satisfaction for DNR employees. With the current budget situation, there is concern that the employee satisfaction level may decrease due to increased workloads, lack of

equipment or outdated equipment that cannot be replaced, and limited opportunity for monetary rewards.

5.5 The Department's Safety Committee is responsible for ensuring that the Department is in compliance with safety regulations. This is accomplished primarily through raising awareness of safety issues, providing training to supervisors and employees, and conducting periodic safety checks to ensure compliance. The committee has developed a formal safety plan for the Department that will address safety issues, required training, other recommended training and awareness. This plan has been provided to deputy directors for comment; however, budget restrictions have delayed final implementation. The Department conducts various wellness activities to include wellness walks and health screenings, as well as periodically including articles encouraging healthy lifestyles in agency communications to employees. CPR training is offered to DNR employees intermittently, and there are plans to offer this course as part of the annual training curriculum, as well as other safety related courses.

5-6 The Department's outreach programs provide continuous involvement in the community. Education programs provide to schools throughout the state the opportunity to increase their knowledge and awareness of the state's natural resources. The fishing rodeos, the Palmetto Sportsmen's Classic, Reel Kids, Take One Make One, National Hunting and Fishing Day, Beach Sweep, River Sweep events are just a few examples of the Department of Natural Resources' partnering efforts with the community. The Department also encourages its employees to participate in such events as the Walk for Life, United Way Campaign, and the March of Dimes Walk. Quarterly, the Department sponsors a blood drive for the local Red Cross. Scholarship programs for dependents of DNR employees are offered through the Harry Hampton Fund and the Greenville Saltwater Sportfishing Club.

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. Primary program delivery processes for the DNR's science and technology goal include the Marine Resources Research Institute, wildlife and freshwater fisheries research, hydrology, State Climate Office, State Geological Survey, Waddell Mariculture Center, 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 area include 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, Take One Make One, Project WET, Project WILD, *SC Wildlife* magazine, DNR News Program, REEL Kids, and Hooked on Fishing Not on Drugs (HOFNOD). Landscape conservation is also

a critical strategic goal. 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 geological 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 number of drought management plans developed and monitored.

6.3: The DNR has an effective level of support processes that are used in the production and delivery of the agency's products and services. These support processes are used to provide needed assistance and guidance for the agency's major strategic goals. Major support processes in the DNR are: 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; n) audio/video productions and o) engineering. Each of these processes includes highly skilled staff resources that maintain activities and performance based upon the most current information and technological strategies. Additionally, 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. One area in which the agency is making considerable progress is in the Procurement Services Section of the Administrative Services Division. The procurement Web site was initially designed in 1998 to open up the electronic age of *Doing Business With SCDNR*. The business community, a vitally important customer and tax revenue constituent, needed a mechanism to simplify the old, antiquated system of doing business. It was felt that DNR's procurement site would allow people in the business community to acquaint themselves with several key areas in the procurement cycle. The site would also teach them how best to do business with the State of South Carolina and the Department of Natural Resources.

One page provides a means for the vendor to review new, innovative techniques for requesting bids. Instructions on how to use this tool are included in the "What's New in Procurement Services" section. A second page will allow the vendor to review all solicitations, awards and public notices issued by the DNR on-line in the "DNR's Bulletin Board" section. MBE vendors can receive information on how to become a Certified Minority Business in South Carolina, which may qualify vendors for a MBE bid preference. At the initial start-up of the Web page in 1998, the page received 1,000-1,200 hits per month, and in 1999, monthly site hits rose to 2,000. In 2002, site hits soared to 11,598 hits per month, and in 2003, site hits rose to 15,683 hits per month.

DNR recognizes the information technology age is ever changing, and it is vitally important that DNR keep pace with customers' demands, providing the latest in business technology. DNR, having recognized the need to further simplify the process of working with our business community and constituents, has initiated a dedicated telephone number from which vendors can request bid solicitations that were reviewed either on-line via DNR's Web site or in the *SC Business Opportunities* Newspaper. This option provides access to buyer contact information, commodity service descriptions and other useful information. Vendors can also request vendor payment status on-line at the DNR procurement Web site.

Those who visit and use the "Procurement Web Page" now have a communication avenue to express ideas, thoughts, questions and even concerns through the "Lets Talk" page. Should the customer have questions, comments or suggestions regarding hunting, fishing, license issues, rules and regulations or other resource related matters, they can post comments to the "[comments section](#)" where a DNR employee will electronically respond to the question or comment. Suggestions for improving the format and content of the Web site and/or any purchasing-related questions may also be submitted directly to the procurement staff at this Web page. To enable Procurement Services to compare DNR with its peers within the State of South Carolina and other states of the nation, one of our goals for 2004 will be the creation of key demographic indicators that could be benchmarked across performance areas of the procurement process and across fiscal years. Surveys would seek DNR performance data for our customer base, and populations to be surveyed might include DNR employees, general public and DNR's vendor base of 9,654 vendors.

DNR's primary focus will be on initiating and receiving survey data designed to facilitate many aspects of the business cycle, targeting DNR's vendor base. Also, to ensure that the target base

of vendors is adequately solicited, will be to mail survey instruments to vendors along with DNR’s purchase orders. And, as the final and critical element, DNR will target its home base of customers, DNR employees, to whom Procurement Services provides administrative support in performance of the employees’ assigned respective duties.

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.

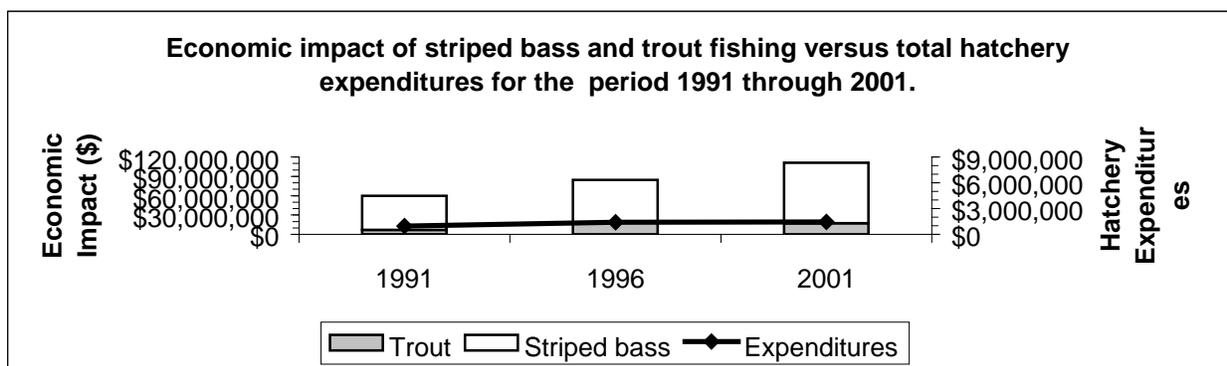
Category 7 – Business Results

7.1-7.6: The DNR has developed the following business results based upon major programs in the agency that are related to the DNR Strategic Plan. A critical agency responsibility is to produce statistical and survey information on performance and improvement measures and benchmarking efforts. The DNR recognizes this responsibility and also recognizes the need to improve on previous years’ efforts in this area. An important component of the Strategic Plan update initiative planned for 2003-2004 will be to determine meaningful performance and improvement measures for the agency so that they can be tracked and evaluated through time.

Program: Wildlife and Freshwater Fisheries

Business Results – Wildlife and Freshwater Fisheries Division

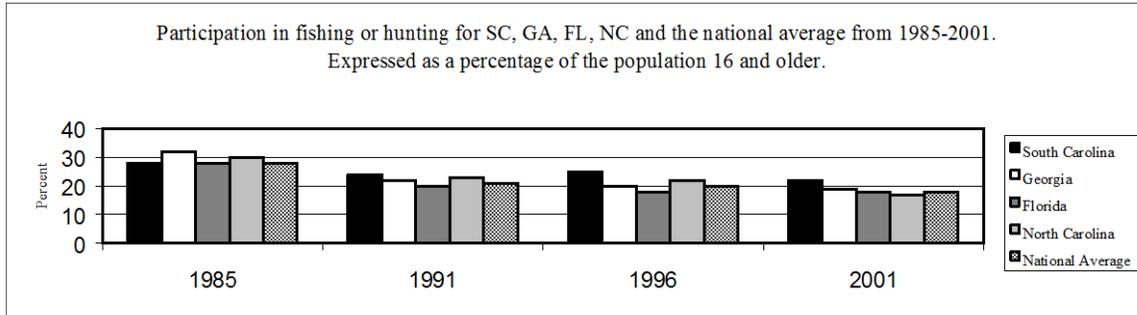
Freshwater fishing has a total economic impact of over \$717 million in South Carolina. Fishing for striped bass and trout generates an economic impact in excess of \$93.9 million and \$17.4 million, respectively. In South Carolina, the products from the DNR’s fish hatcheries support approximately 80% of the striped bass fishery and 90% of the coldwater trout fishery. The total annual cost for the operation of the Department’s freshwater hatcheries has averaged approximately \$1.5 million over the last five years. (See Figure 7a) 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 62 to 1 to South Carolina’s citizens.



(Figure 7a)

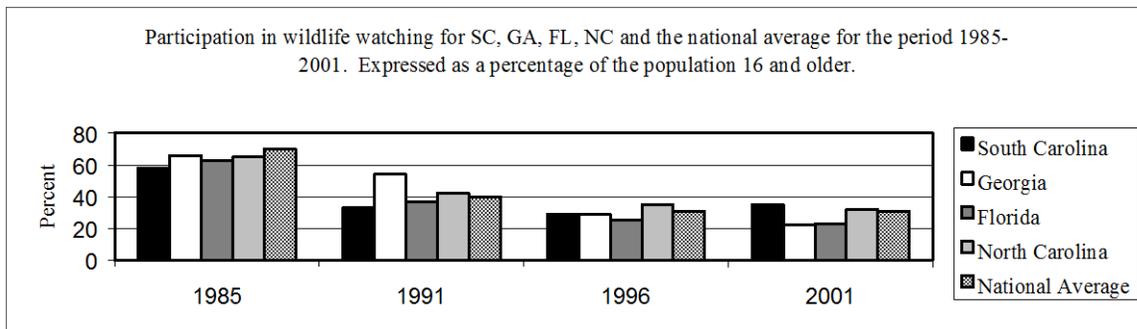
The core mission of the DNR’s Wildlife and Freshwater Fisheries Division is to protect, manage and sustain the public enjoyment of natural resources through programs that support hunting, fishing, wildlife watching and other forms of outdoor recreation. South Carolina’s abundant and

well-managed fish and wildlife resources support a large number of hunting and angling constituents. This includes residents and nonresidents that select South Carolina as a hunting and fishing tourist destination. The annual economic impact of wildlife-associated recreation in the State is estimated to be over \$1.3 billion.



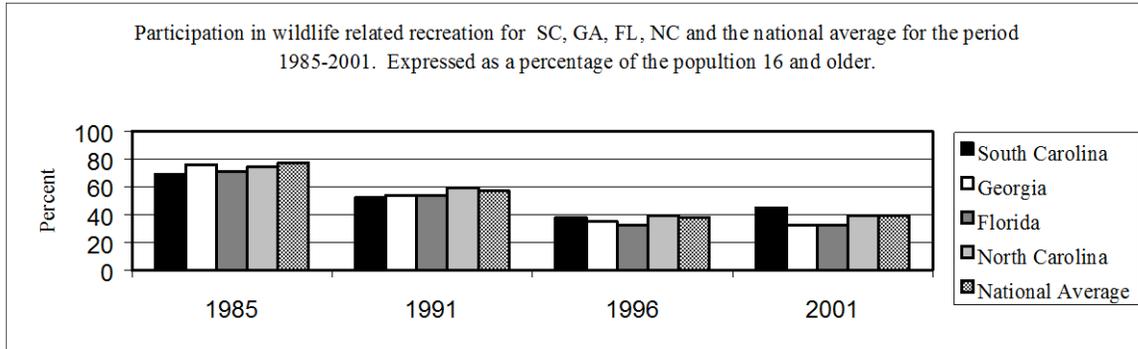
(Figure 7b)

While participation in hunting and fishing has declined since 1985 nationally, the decline in South Carolina has been slower than in our neighboring States and the nation. (See Figure 7b) We trailed our neighbors and the national average in the percentage of population participating in hunting and fishing in 1985. However, from 1991 through 2001, a larger percentage of South Carolina's residents have hunted and fished than residents of Georgia, Florida and North Carolina. South Carolina's participation rate has been higher than the national average since 1991.



(Figure 7c)

While participation in wildlife watching has declined across the region and the nation, the decline in South Carolina has been slower than in other states in the region or the national average. From 1996 to 2001 South Carolina experienced increased participation in wildlife watching; an increase not observed in neighboring states or the national average. (See Figure 7c)

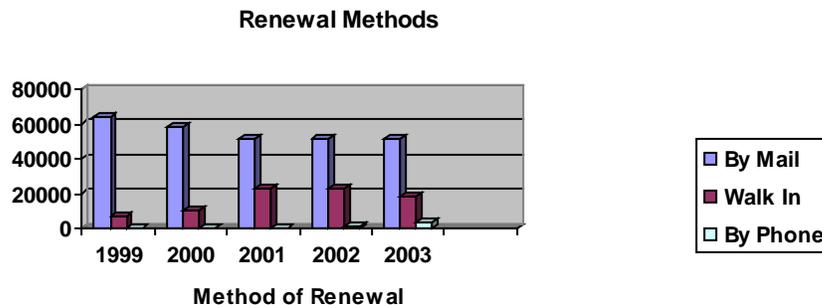


(Figure 7d)

Participation in wildlife related recreation has decline across the region and the nation since 1985. However South Carolina’s rate of decline in participation has not been as great as that observed in our neighboring states or in the national average. Between 1996 and 2001 South Carolina actually experienced and increase in wildlife related recreation. There was no evidence of increased participation in South Carolina’s neighboring states or the national average. (See Figure 7d)

Program: Watercraft Registration and Titling

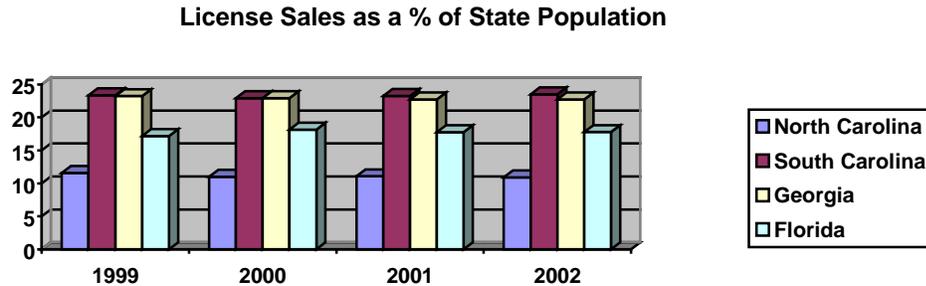
The Boat Titling and Registration Program provides registration and titling services for the watercraft and outboard motors. Given that South Carolina is ranked 4th in the nation in per capita boat ownership, with 372,074 actively registered boats, this is an area of particular constituent concern where customer service is of the utmost importance. (See Figure 7e) To that end, over the past few years, a new manner of access has been successfully introduced. Beginning in February of 2002, DNR began offering the option of boat renewal via the same toll-free number available for renewing licenses. Each month, watercraft renewal notices are sent out informing those customers that it is time to renew the decals on their boat. The renewal mailer includes the toll-free number that may be used for registration renewal. This option of phone registration renewals has been a success. In 2003, a full 5% of the 73,469 boat registration renewals were transacted via the toll-free number, and that figure is anticipated to rise steady as the program matures.



(Figure 7e)

Program: Game and Fish Licenses

Through the use of electronic information exchange, we have increased license and permit sales, provided timely information concerning hunting and fishing opportunities, and increased nationwide exposure of South Carolina's natural resources.



(Figure 7f)

Since 1999, South Carolina has consistently had higher license sales as a percent of the State's population than the States of North Carolina, Georgia and Florida. (See Figure 7f) The primary function of the Game and Fish Licensing program is administration of licensing and permitting both resident and non-resident sportsmen as required by law. This program, however, positively affects and/or interacts with a number of other areas of the agency. This program produces significant revenue for the agency and its evolution toward promotion of SC outdoor sporting resources at a national level through our association with Bass Pro Shops has been a very positive step.

With a volume of 750,583 licenses purchased last year, representing our front line of constituent interaction in many cases, customer service is a primary factor in all aspects of this area. A goal for this year was to increase sales of licenses by further enhancing customer service and making the purchase of hunting and fishing licenses more convenient. In May of 2003, a program that allowed customers to renew licenses, permits and tags through the mail was implemented. Approximately 385,000 multi-purpose renewal mailers were sent to our customers. This convenient mailer offered the option of using check or credit card to order, hunting or fishing licenses, antlerless deer tags, shrimp baiting permits or non-game fish tags. License orders were processed and returned to the customer, saving the time and expense of a trip to their local license vendor also allowing the DNR to maintain more customer data in-house. Although too early to report results of this mailer, the initial results are promising.

For the past 5 years, in conjunction with Bass Pro Shops, license renewal has been available by phone. This program was expanded 2 years ago to provide Internet access as well. A full 10% of our license revenue was processed through Bass Pro Shops this year, accounting for over 1.2 million dollars in sales. Bass Pro Shops features the SC Department of Natural Resources in all of its catalogues, providing national exposure and sales.

Program: Boater Access

The main component of the Boating Access Program is the SCDNR Engineering Section, which provides assistance to state, county, and municipal government entities in the design, construction and renovation of boating access facilities throughout South Carolina. The Engineering Section also provides design and construction assistance for other water recreation related structures, such as fishing piers and boarding docks.

There are 3 main goals that the Engineering Section strives to meet. Those goals are:

- 1). Meet current and future demands for boating access.
- 2). Renovate existing access facilities to meet both state and national safety and usability standards.
- 3). Disseminate information on available boating access to the public.

In 1990, the Engineering Section commissioned the *South Carolina Registered Boat Owner Survey*, which was prepared by Clemson University. The objectives of the study were “to identify characteristics of registered boat owners, to determine the use of public boat launch facilities to estimate the demand for public boat launch facilities, to evaluate the condition of boat launch facilities, and to determine the quality of public boat launch facilities.” The most significant finding was: The total demand for the use of public launch facilities in the state of South Carolina is projected to be 11,131,653 visits by the year 2010. This is a 75.4 percent increase in use during the 20-year time period 1990-2010. Demand is projected to be greatest for the “coastal county” group (89.2 percent increase), followed by the “lake county” group (76.0 percent increase), “primary inland water county” group (70.4 percent increase), and “secondary inland water county” group (70.0 percent increase). In general, use of public boat launch facilities should be expected to increase in the future, with the greatest increase projected for the public boat launch facilities along the coast.

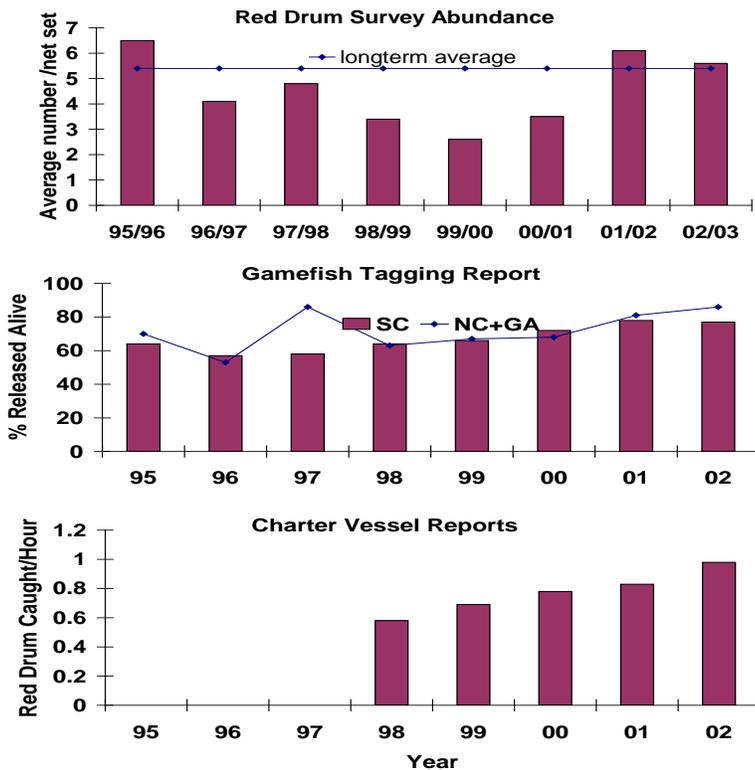
Further studies were commissioned to analyze individual counties and Lake Groups in the areas that the Clemson Study projected the highest demand, with the coastal counties receiving the most focus. Studies have been performed in Beaufort, Berkeley, Charleston, Colleton, Dorchester, Florence, Georgetown, Horry, and Marion counties. Also, a study was done for the counties bordering the Santee Cooper Lake system. The Engineering Section has used these studies to identify the facilities that need to be renovated, and also to locate areas that may need additional landings to be constructed. Since 1996 the Engineering Section has been responsible for the renovation or construction of 40 boating access facilities throughout the state, 28 of the 40 were sites detailed in the boating needs studies. Even though much progress has been made in boating access, there remains much to be done. The biggest limiting factor is money – there are inadequate funds renovate all the facilities or to build the types of new sites necessary to meet demand. Additional studies are needed to determine how demand has changed from the previous studies, and also to generate more creative ideas to meet this demand. The Engineering Section is currently partnering with DHEC, Office of Coastal Resource Management to develop strategies to reduce, or even eliminate some of the regulations that slow the construction of sites in critical areas of the coastal counties.

Program: Marine Resources

Marine recreational fishermen 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 can be broadly summarized as: 1) providing continued and better recreational fishing opportunities for the citizens and guest of South Carolina; and 2) ensuring 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 (MRD) of the SCDNR utilizes staff and funding opportunities from a wide variety of sources. In addition to state appropriations, the SCDNR utilizes federal funds from USFWS Sportfish Restoration Program, a “user pays, user benefits” approach that requires a 25% state match.

The South Carolina Marine Gamefish Tagging Program encourages anglers to tag and release fish not only for scientific purposes, but also as a conservation measure to help conserve stocks. In the past five years (1997–2002) the program supplied tagging kits to anglers who tagged 45,651 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 fishermen are now releasing alive over 77% of the red drum taken in the recreational fishery, promoting angling ethics and conserving this popular gamefish for future generations. (See Figure 7g) Angler success for red drum is also increasing and fishery independent monitoring conducted by the MRD provides evidence that the red drum stock, which has been over-fished, is improving. This has been aided by a new red drum stocking program using fish license revenues, which added 1.8 million juveniles to SC estuaries in 2002. (See Figure 7h & 7i)



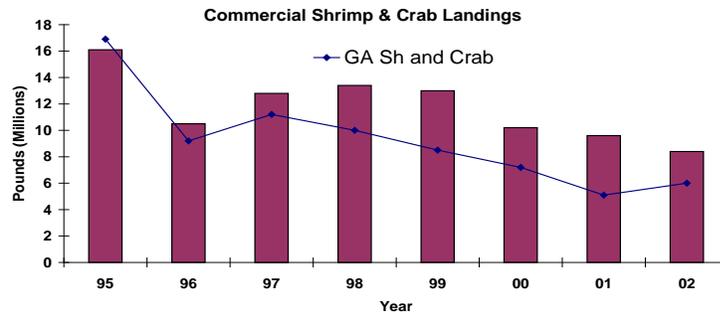
(Figures 7h, 7g & 7i)

Program: Marine Resources

The S.C. seafood industry plays 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 its heritage. During 2002, the total weight of wild saltwater stocks landed in this state was 14,576,026 lbs. with an ex-vessel value of \$20,877,491. The customer focus in this case can be broadly summarized as the fishermen’s desire to ensure sustainable, economically viable marine fisheries. Significant components of the SC seafood harvest are the shrimp and blue crabs. During FY 2003, 573 commercial shrimp trawl licenses were sold. The commercial shrimp season typically opens in spring and closes sometime after Christmas depending mainly on environmental factors. Landings are comprised mainly of two species, white and brown shrimp. In addition, the fall 60-day recreational baiting fishery of shrimp was comprised of 13,903 licenses in 2002. The baiting fishery has grown significantly since its inception and now accounts for a substantial annual harvest.

The commercial blue crab fishery had 417 licenses in the license year ending on June 30, 2003. This fishery operates year round, and fishermen are not limited in the number of traps they may fish. The Marine Division utilizes not only legal, licensing and permitting requirements, but also good science and management to help sustain the shrimp and blue crab fisheries. Since 1995, the combined shrimp and blue crab catch has been relatively close to the long-term average, although catches have declined in recent years. DNR biologists attribute this decline largely to severe drought, which negatively impacted recruitment and distribution patterns.

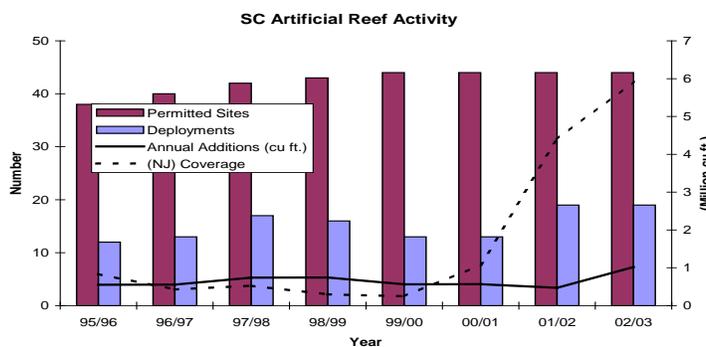
Georgia also experienced a similar decline in shrimp and blue crab catch during the same period, although Georgia's decline has been somewhat greater. (See Figure 7j)



(Figure 7j)

During FY 2003 there were 105,987 saltwater fishing licenses sold to shell fishers 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 they help support a number of recreationally oriented programs through their purchase of saltwater fishing licenses. The customer focus can be broadly summarized as: 1) providing continued and better recreational fishing opportunities for the citizens and guests of South Carolina; and 2) ensuring that the natural marine resources of this state are protected and conserved for future generations.

The Marine Artificial Reef program is an excellent example of how the MRD fulfills its obligation to SC boat anglers by increasing and improving saltwater fishing opportunities. Established in 1975 the program now maintains 44 permitted reef sites. Over the past eight years 122 deployments have expanded the amount of fishable bottom on these sites by 5,186,600 cu ft. When compared to NJ, which has one of the best reef programs in the country, we have exceeded their coverage until the past three years. (See Figure 7k below)



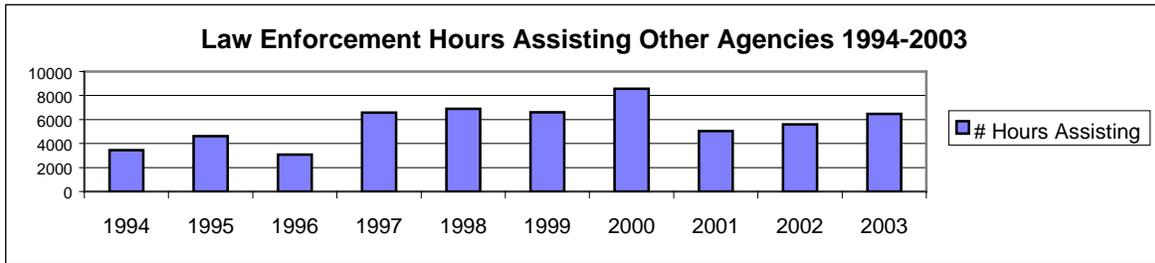
Program: Law Enforcement Operations

7.1-7.5: Tasked with the responsibility of managing and protecting the natural resources of the State, the 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 (LED) 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 LED conducts educational and public awareness programs to promote safety, improve compliance with the laws and regulations, and enhance ethical behavior. The 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 (response to natural/manmade disasters, civil disturbances, manhunts, search and rescue operations), the DNR, along with other law enforcement agencies, is able to serve the public in a cost-effective manner. (See Figure 7L)

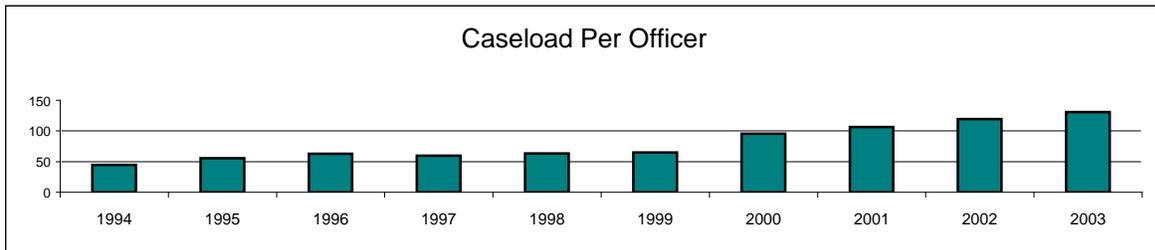
In order to assess job performance and the effectiveness of efforts to protect the State's natural resources and those who utilize them, the LED collects and monitors data relating to officer case load for Title-50 cases (game, fish, and boating) and non-Title-50 violations identified in 50-3-410 (littering, alcohol violations, disorderly conduct, simple possession of marijuana). During 2002-2003, DNR officers issued 24,354 game, fish and boating citations and made 2,353 non-title 50 cases. This equates to approximately 125 cases per field officer. (See Figures 7m & 7n) In addition, these officers also provided 6,479 hours assisting other law enforcement agencies in the state. Although it is not the LED's intent to measure officer performance based on case loads alone nor is it totally accurate to correlate customer satisfaction to 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. Due to retirements and other losses, DNR has 48 officer vacancies. This represents an approximate 17% reduction in DNR law enforcement officers. In many situations, the activities of the DNR officers are directly focused on issues/concerns that the public has identified. A 2002 survey conducted by Responsive Management for the South Carolina Department of Natural Resources indicated that the public strongly supported the enforcement of freshwater fishing regulation with 74% noting "Very Important" and 14% "Somewhat Important". In this same survey, the respondents rated DNR's performance in enforcing freshwater fishing laws and regulations as 16% "Excellent", 40% "Good", and 32% "Don't Know." Feedback obtained through formal surveys and other means of public input allows DNR to assess its progress in meeting the public expectations and focusing manpower resources on areas identified as important to the public and to the long term benefit of the resource. The ultimate result of this process should be enforcement efforts that allow the public to enjoy the State's natural resources, with the knowledge and understanding that measures taken

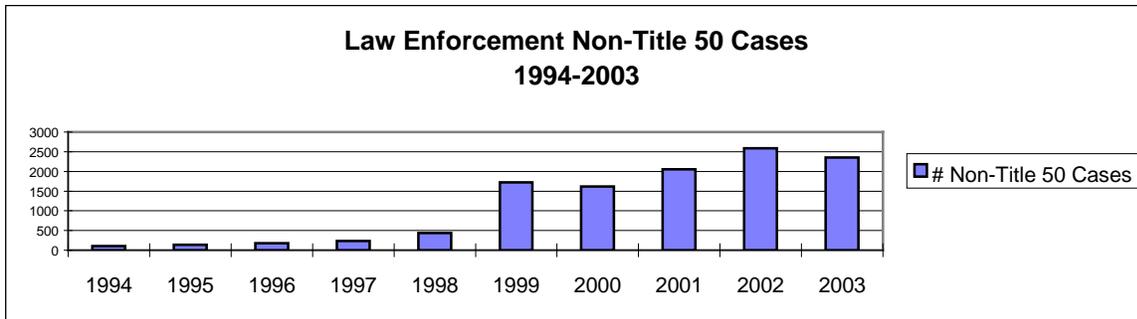
to ensure the protection of the resources and those who utilize them are paramount. The areas that are monitored reflect areas of concern to the DNR and the general public.



(Figure 7L)



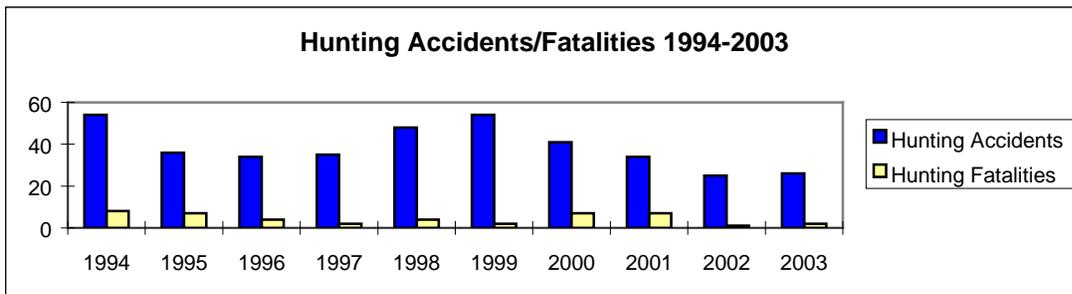
(Figure 7m)



(Figure 7n)

Program: Hunter Safety

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 the DNR and to the hunting public. For FY 02/03 there were 26 non-fatal and 2 fatal hunting accidents that were reported to DNR. (See Figure 7o)



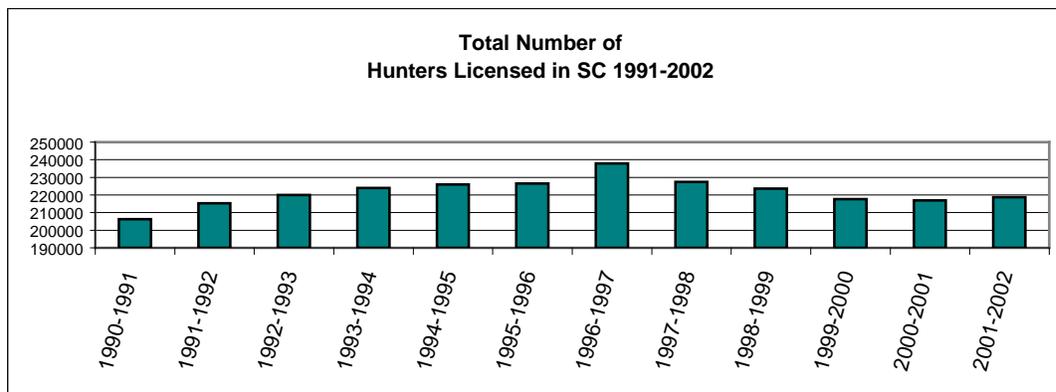
(Figure 7o)

The Hunter Education Course is mandatory for all hunters born after June 30, 1979, prior to purchasing a license to hunt. However, there are many hunters who take the course in an effort to improve their knowledge of hunting and other outdoor skills even though they are not required to attend. Many South Carolina hunters who travel out-of-state to hunt will take the course in this state in order to comply with the laws of the state in which they will be hunting. For FY 02/03 the total number of students certified in the Hunter Safety Program was 8,640. (See Figure 7p)



(Figure 7p)

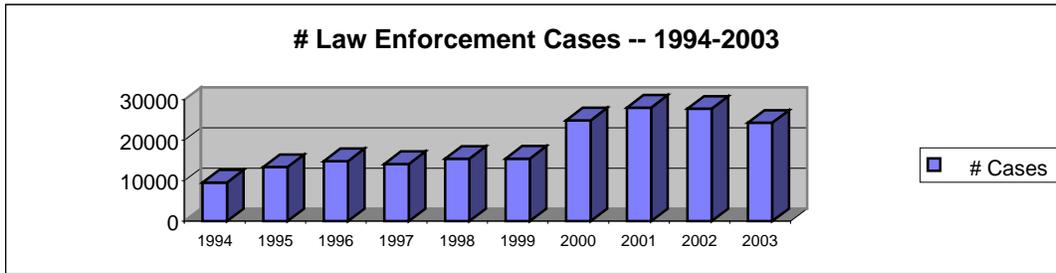
7.4: A good measure of constituent trends is reflected in the total number of hunting licenses/permits purchased each year by hunters (licensed hunters in the State in FY 2002-2003). Due to the varied game that is hunted in the state and the methods that are used, the DNR has to work closely with different hunting constituent groups and the general public to address issues/concerns that affect them. This association has allowed the DNR to be successful in obtaining legislation and additional resources to deal with specific hunting related issues/concerns. The partnering has also lead to the development of Public Service Announcements (PSA's) to address hunting safety and improvement of the educational programs intended to address hunting safety and ethical behavior. (See Figure 7q)



(Figure 7q)

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 with regard to the nature and location of the violations, the 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 education programs and public awareness campaigns, the DNR also places great emphasis on the ethical use of our resources. In an effort to promote good citizenship and compliance with the laws that regulate hunting in our State, it has been the

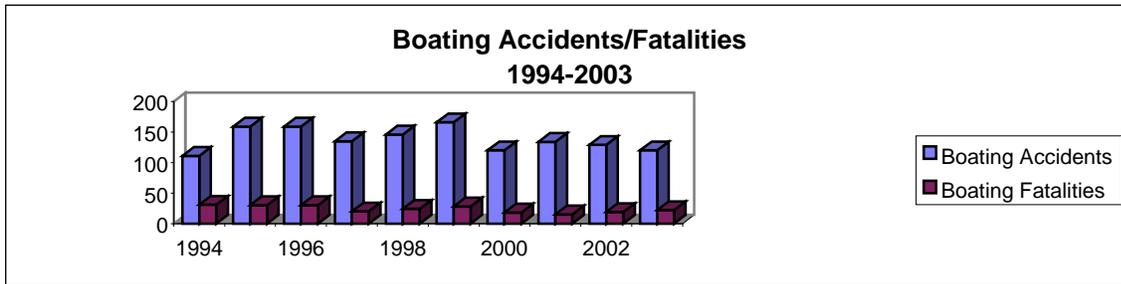
DNR's experience that a viable and visible law enforcement presence tends to have the greatest influence in addressing hunting related problems. (See Figure 7r)



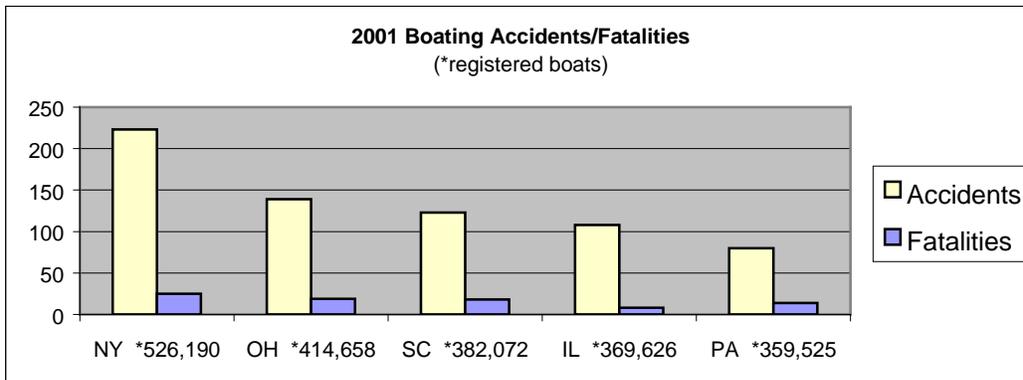
(Figure 7r)

Program: Boater Safety

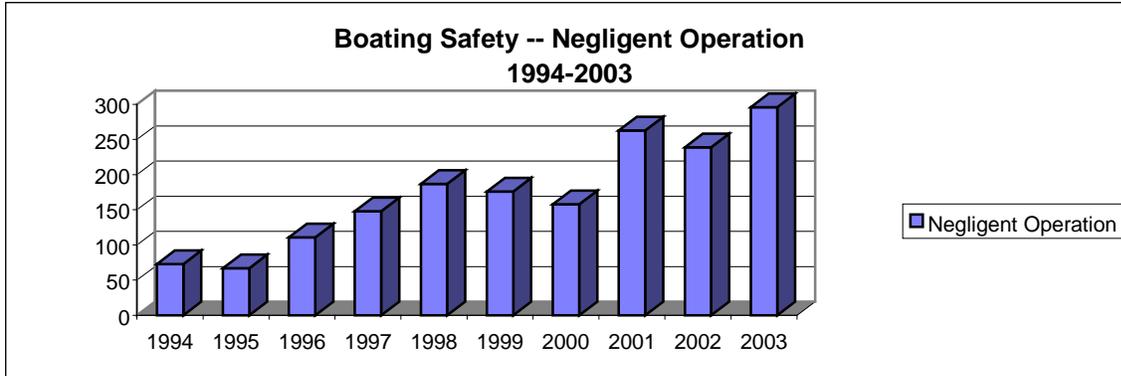
The Law Enforcement Division collects and monitors data on several key functions that relate to job performance and constituent satisfaction. The areas that are monitored reflect areas of concern to the DNR and to the boating public. For FY 02/03 South Carolina recorded 120 boating accidents and 22 fatalities. (See Figure 7s) These numbers equate to 31 accidents and 5.7 fatalities per 100,000 registered boats. Based on calendar year 2001 (latest year information was available from the U.S. Coast Guard) South Carolina ranked ninth in the country in total boat registrations. For comparative purposes, using the information on the two states ranked above and below South Carolina as base line data; we intend to track this data for five years to see how our efforts to reduce boating accidents and fatalities compares to these states. (See Figures 7s & 7t) In addition to tracking boating accidents and fatalities, DNR also monitors the number of "negligent boating operation" cases made. For FY 02/03 there were 296 negligent boating operation cases. (See Figure 7u)



(Figure 7s)

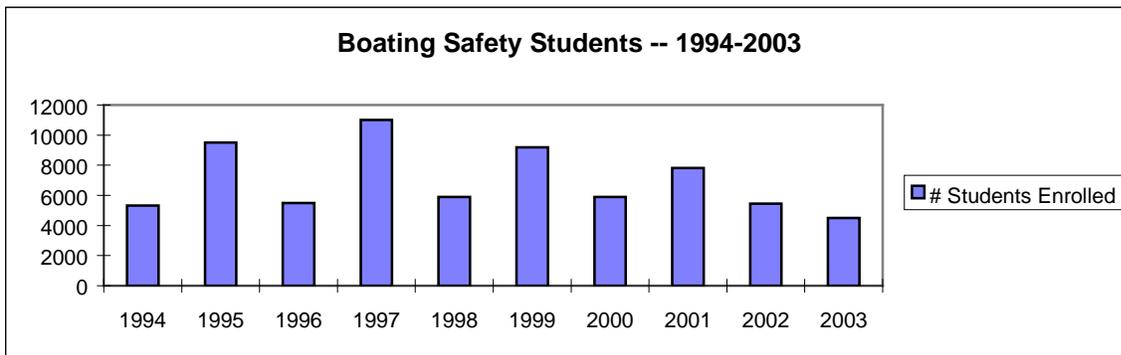


(Figure 7t)



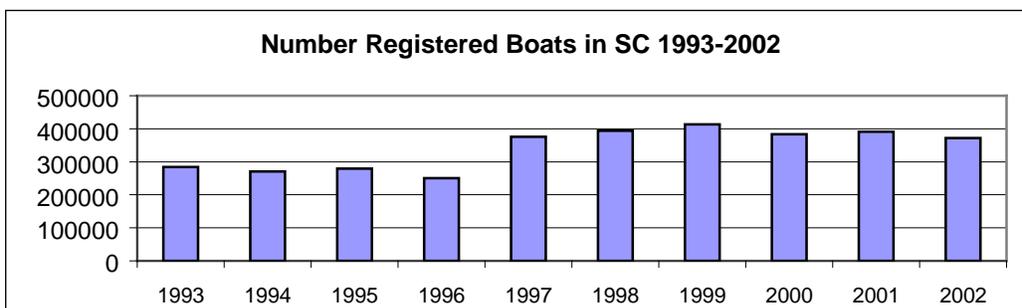
(Figure 7u)

The DNR Boater Education Course is mandatory for boaters under the age of 16 who desire to operate a watercraft powered by a 15 horsepower or larger motor without adult supervision. There are many other boaters who take the course in an effort to improve their knowledge of boating related issues even though they are not required to attend. For FY 02/03 the total number of students certified in the Boating Safety Program was 4,497. (See Figure 7v)



(Figure 7v)

7.4: A good measure of constituent trends is reflected in the continued growth in the number of boats registered in the State. Growth of recreational boating in South Carolina has required the DNR to work closely with the boating industry and boating groups/associations to address issues/concerns. This association has allowed the 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. There were 372,074 registered boats in South Carolina in FY 02/03. (See Figure 7w)

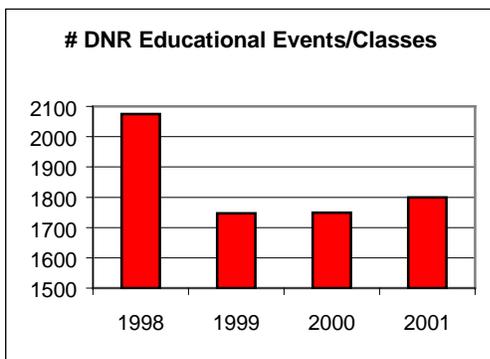


(Figure 7w)

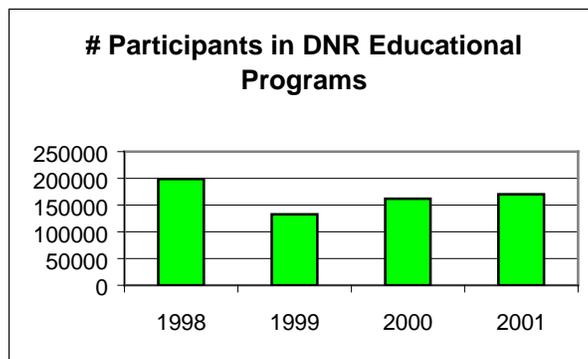
7.5: The number and type of enforcement cases that are made are indicators of regulatory/legal compliance. From a review of cases made with regard to the nature and location of the violations, the DNR is able to prioritize law enforcement resources and adjust the focus of education programs and public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

Program: Education

DNR employees are encouraged to actively participate in the DNR's education and outreach events. These programs and events are scheduled during the year at various locations around the state. 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. (See Figures 7x & 7y) 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 result in changes in agency program and outreach efforts



(Figure 7x)



(Figure 7y)

Program: Education

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 research on fisheries and wildlife management initiatives, 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, fact pages and e-mail opportunities for user feedback. A customer satisfaction survey was conducted in May 2001 as part of an overall website evaluation, and more than 140 users responded. The

results indicate a 92% overall satisfaction with the website and their likelihood to revisit 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.

The video production unit of the SCDNR produces from four to eight public service announcements for television in a typical year. The exact number varies according to the level of promotion that the other DNR divisions wish to give their programs. Recently produced PSA's include the Palmetto Sportsmen's Classic, National Hunting and Fishing Day, limits on red drum fishing, and boating safety. Current budget constraints also limit the number of PSA's that can be produced, along with the educational, promotional and institutional videos that are often produced for use at speaking engagements and promotional events.

PSA's are mailed to twenty-four broadcast outlets in the state, including cable outlets and privately held stations. They are also sent to adjoining states whose broadcast signals reach well into the South Carolina. This saturation further increases the likelihood of public service announcements being seen in any given market, each of which contains at least three nationally affiliated stations.

Program: Land, Water and Conservation

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 through planning, research, technical assistance, public education, and development of a comprehensive natural resources database. The division serves as the focal point for climatological, hydrological and geological matters for State government and for the private sector. The State's 46 Soil and Water Conservation Districts receive staff, funding, and guidance from the division, and the SCDNR Internet Home Page and computer services are also maintained by this division.

The State Climate Office provides multi-seasonal outlooks specific to South Carolina as well as e-mail and in person advisories concerning potential severe weather to various state agencies such as the Governor's Office, SCDNR, SC Public Safety and Emergency Management Division. Allowing for better search and retrieval by end-users, the Southeast Regional Climate Center (SERCC) overhauled the metadata for all National Weather Service Cooperative and First-order weather stations and all US Department of Agriculture weather stations in the CIRRUSWeb database bringing an additional 2000 weather stations to the database. Over the past year, 23,914 total National Weather Service (NWS) daily station reports were received or about 1,993 per month; 5,320 total NWS hourly station reports or about 443 per month; and 1,121 total non-NOAA station reports or about 93 per month. Total weather reports received increased 125% over the previous fiscal year. The SERCC received and fulfilled 3,193 requests for climate data or information. The SERCC's web pages were accessed 7,815,649 times or about 651,304 per month, reflecting an 85% increase in web access.

The State entered its fifth consecutive year of drought during the summer of 2002. Staff monitored the atmospheric, surface and ground-water resources of the State, provided monthly status reports to Drought Response Committee members, and responded to 700 drought-related information requests. Staff worked with the NC DNR, Alcoa Power Generation, and Progress

Energy to secure releases from lakes in North Carolina to the Pee Dee River, and with the Georgia DNR and the U.S. Army COE in the Savannah District to determine minimum releases from Lake Thurmond that would meet demands during the drought. Staff also monitored and evaluated the effects of floods, which occurred in late winter and spring, and provided information about flood levels and flood durations to the general public and emergency management.

Hydrologists continued to maintain 64 monitoring sites encompassing 56 observation wells, four surface-water salinity stations, two ground-water salinity stations, one climate site, and one tide station. Thirteen WADI surveys and 65 traditional surveys (non-geophysical) were made in the Piedmont to locate high-yielding wells, with most of these done as part of a cooperative effort with the Federal Farm Service Agency.

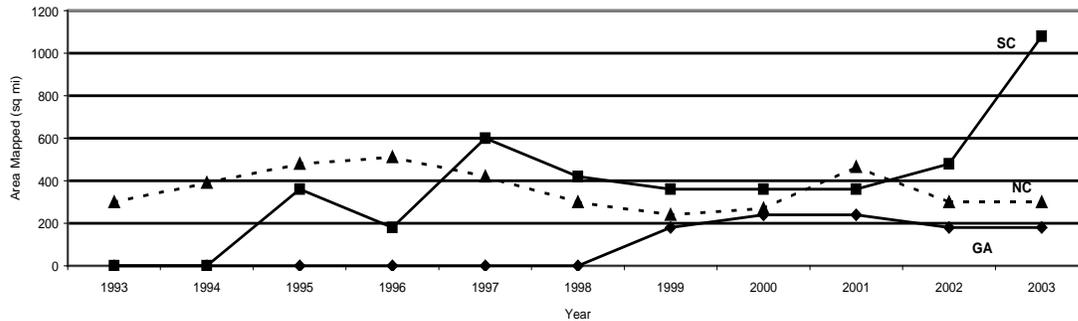
At the request of the U.S. Fish & Wildlife Service, staff completed an evaluation of the impact of removing the unused Granby Dam on water levels in the Congaree River. Staff worked with Georgia DNR and several federal agencies to determine minimum required flows in the Augusta Shoals Bypass of the Savannah River, and to develop flow allocation schemes to distribute the Savannah River flow between the Shoals and Augusta Canal in Augusta, Georgia, as part of the federal relicensing of the Canal.

A first draft of the revised State Water Plan is currently under review. Staff worked with Santee Cooper Utilities and their consultants to use HEC-5 models to determine lake levels in Lakes Marion and Moultrie and downstream releases that would meet the demands of fish and wildlife habitat.

The Geological Survey is the sole provider of geologic map information to the public within the State. Stakeholders and the STATEMAP Advisory Committee continue to determine where this information is needed. During FY 2002-03, public input defined the uranium-contaminated groundwater problem in the Greenville-Spartanburg area as the first priority of mapping. Approximately 180 square miles were mapped, and additional 240 square miles were field checked. Impact of man=s activities on the coastal ecosystem established the Bluffton area as the second priority. Approximately 210 square miles were mapped and the geology of an additional 150 square miles was refined. Public input defined the Lake Marion area as the third priority. Development of knowledge of the Lake Marion area is proactive and could lessen the impact of a Charleston-type earthquake. Approximately 60 square miles were mapped and the geology of 180 square miles was refined.

Value was added to all products by placing the information in an electronic format. Cycle time for design to introduction of electronic products was maintained at 18 months and continues to be controlled by external federal funding, i.e. STATEMAP. Georgia and North Carolina also participate in the STATEMAP program. (See Figure 7aa)

Area Mapped by State

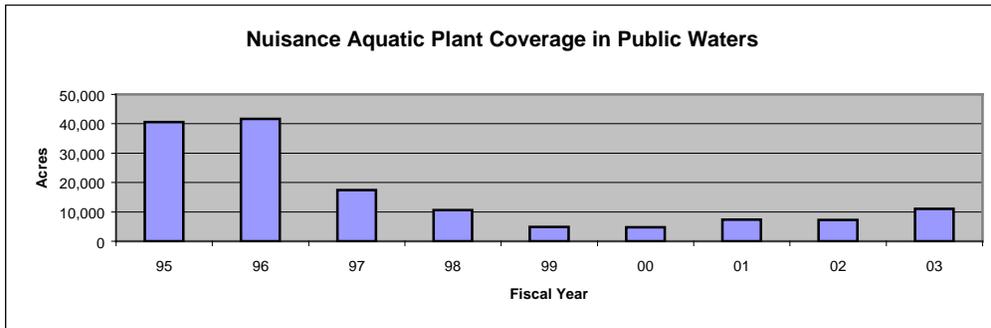


(Figure 7aa)

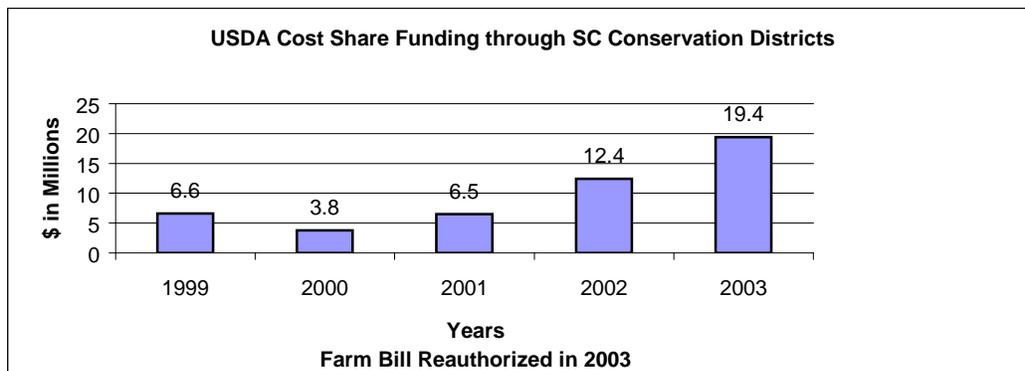
The Rivers, Watershed and Stewardship Program (formerly Land and Water Stewardship Program) includes the South Carolina Scenic Rivers Program, the Watershed and River Corridor Planning Program and the Stewardship and Outreach Program. The State Scenic Rivers Program, created by the South Carolina General Assembly in 1974, and the Watershed and River Corridor Planning Program have a strong community-based planning component. A key measure of effectiveness and mission accomplishment for these projects is the level of public participation, with over 1400 constituents directly involved in projects ranging from scenic river advisory councils, community outreach meetings, and workshops or river corridor planning projects. Other measures are the completion of resource management plans and the completion of management objectives. A management plan was completed for the Ashley Scenic River and the management plans for the Broad and Lynches Scenic Rivers were revised to meet current management objectives. The Beach Sweep/Rivers Sweep cleanup involved over 6000 volunteers who picked up approximately 56 tons of trash at over 125 sites in South Carolina.

The purpose of the South Carolina Aquatic Plant Management Program (Section 49-6-10) (1990) is to prevent, identify, investigate, manage, and monitor aquatic plant problems in public waters of the state. The Program works closely with the Aquatic Plant Management Council (Section 49-6-30). Funding for the program is cost-shared between federal, state, and local (public and private) sources. Aquatic plant management operations were conducted on 17 water bodies at a cost of \$297,236 using federal and local funds. (No State appropriated funds were received in FY 2003. The Aquatic Plant Management Program was part of a larger set of programs titled the Aquatic Nuisance Species Programs; however, state budget cuts have forced the elimination of all non-legislatively mandated activities.) The ultimate success of the program is measured by the presence of aquatic nuisance plants in the state's public waters. During the past year, the total area infested with nuisance aquatic vegetation was 11,086 acres. This represents a 54% increase in coverage from FY 2002 primarily due to the expansion of hydrilla on Lake Murray; however, it also represents a 73% decrease from peak coverage in 1996. (See Figure 7bb)

(Figure 7bb)



In order to protect and manage the natural resource base, staff provided 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. With a \$7 million increase in federal cost share assistance from the previous year, an additional 329,167 acres were placed in a conservation plan, bringing the grand total to 8.2 million total acres in South Carolina covered by a conservation plan. (See Figure 7cc) Technical assistance for water quality protection and management projects was provided through assisting conservation districts with EPA Clean Water Act Section 319 grants. Managers worked with staff from SCDHEC to discuss the NPS grant process and implementation. Field staff conducted research and began the preliminary grant application process in two watersheds.



(See Figure 7cc)

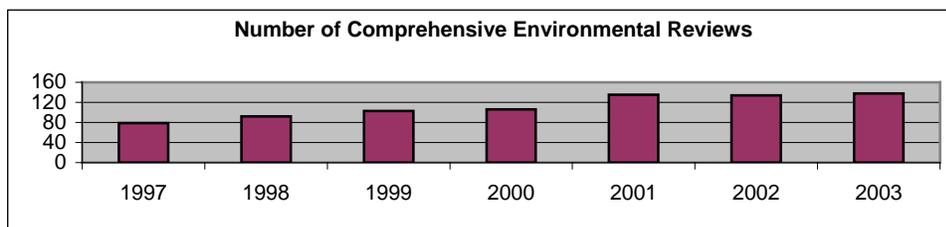
To gauge customer needs and issues, four interactive sessions were held around the state for Conservation District Commissioners, district employees, DNR, and NRCS staff to discuss and identify needs, issues, and priorities.

A partnership was initiated with the South Carolina Land Trust Network by cooperating with the Network on mutual projects, specifically providing information on the role of conservation districts in land protection, the State Conservation Bank program and the Federal Farm and Ranch Protection Program. DNR partnered with the American Farmland Trust on four public meetings to educate and inform landowners of the benefits of conservation easements and other

land conservation techniques.

The purpose of the Environmental Review Program is to coordinate agency-wide review of environmental permits and other environmental actions affecting natural resources in the 38 inland counties of the State. Primary objectives of the program are to 1) keep abreast of local, State and Federal environmental regulatory requirements, 2) coordinate the inter-divisional review of all environmental review requests, 3) ensure that all agency comments and positions on environmental reviews are scientifically sound, timely, and in conformance with DNR policies and procedures, and 4) ensure that all comments and positions are unified and that the agency speaks with one voice.

Customer satisfaction and mission accomplishment may be assessed by the timeliness of review completion and response, and by the comprehensiveness of reviews conducted. For each of the past five fiscal years, more than 90% of all requested environmental reviews were completed within the requested time period. The number of comprehensive reviews conducted (those for which a field site visit and evaluation were performed) increased steadily for the five-year period 1997 – 2001. In 2002, travel restrictions due to budget reductions have led to a leveling off in the number of comprehensive reviews conducted. This trend has continued in 2003 (See Figure 7dd).

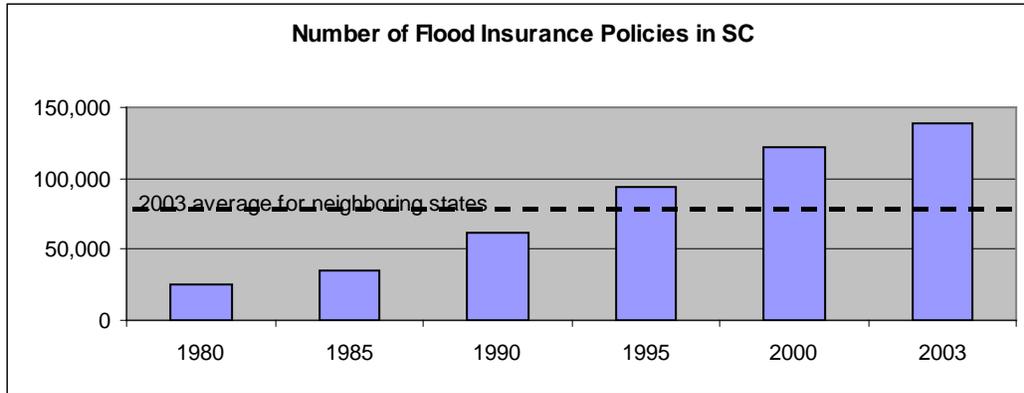


(Figure 7dd)

The purpose of the Flood Mitigation Program is to minimize the impact of floods and reduce flood-related disaster costs in South Carolina. The program provides technical assistance to communities in administration of the National Flood Insurance Program (NFIP) and financial assistance for flood mitigation planning and projects with funding from the Federal Emergency Management Agency (FEMA).

During FY 2003, program staff trained over 200 community officials and professionals, provided technical assistance to over 2,000 citizens, and delivered information with over 1,000 website visits. The program initiated a Flood Map Modernization Initiative that will provide more accurate GIS based Flood Insurance Rate Maps. FEMA awarded \$2 million in FY 03 toward the project.

One measure of the effectiveness of the program is community participation in the NFIP. South Carolina ranks sixth in the nation for flood insurance policies in effect. The number of policies in 2003 exceeds 138,000 and has steadily increased over the past 20 years. (See Figure 7ee).



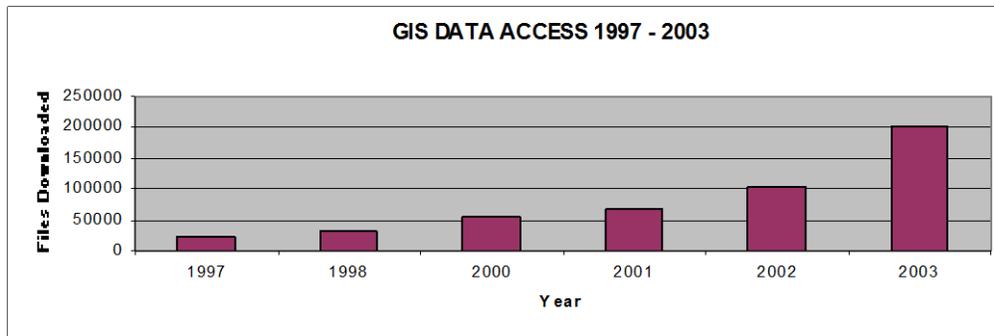
(Figure 7ee)

The Division established the Natural Resource Information Management and Analysis Section (NRIMA) to provide a holistic, integrated approach to systems, database, and information management. This group provides operational support, data processing standards, information management and analysis, and application design services to the agency through successful implementation of five primary objectives: 1) develop and maintain a technological infrastructure; 2) develop, maintain, and integrate statewide digital spatial and tabular data; 3) provide complex spatial and statistical analyses, applications programming, and cartographic and multimedia development; 4) develop short- and long- range system design and implementation plans and establish standards and procedures for information management; and 5) disseminate information and data to the general public through the development and maintenance of the DNR home page.

NRIMA's operation priorities and goals are established through an evaluation of scientific staff needs and adherence to professional information management standards, procedures, and protocols. Customer satisfaction is measured by efficient staff access to current software and data, with minimal system and network interruption. In-house staff provide most of the information management services, although critical natural resource data are jointly funded and developed with appropriate federal mapping agencies. This provides cost share opportunities and ensures compliance with accepted national mapping standards. In addition, data developed by NRIMA are provided to other government agencies, public organizations, and citizens through the GIS data clearinghouse via the Internet.

The administrative services computing group was merged into NRIMA in 2002. This combined all information technology support into a single program to address short and long-term technology needs. The communications network was upgraded to provide high-speed file transfer and data access to all of the agency staff. Elimination of older network technology reduced maintenance costs by 50% while increasing data access capabilities. Staff began addressing the long-term administrative computing needs through the initiation of a user needs assessment and specification development to upgrade the financial, human resources, procurement, licensing, titling, and other critical operations programs. The plan has not been completed but focuses on commercial software packages that are supported on a wide range of hardware platforms. This approach will eliminate the reliance on proprietary mainframe systems and the need for in-house software maintenance. It also will provide a link to the statewide enterprise architecture under development by the State Chief Information Office.

GIS data were converted to statewide geodatabase for use with Arc Internet Map Server. This will provide for Internet-based visualization of various natural resources data layers. Additionally, these data are provided to other agencies and the public through the GIS data clearinghouse over the Internet. This results in substantial data base development, processing, and file transfer cost savings. The clearinghouse, which has operated since 1997, has had a substantial annual increase in GIS data downloaded via the web. Last year more than 202,000 GIS files were downloaded. (See Figure 7ff)



(Figure 7ff)

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. The GIS data clearinghouse provides a mechanism for users to comment on the effectiveness of the site. Of fifty-four comments received in 2002-2003, most were positive. The only negative items were questions regarding filling data voids in the wetlands data. These voids result from a lack of funding. Several of the comments were questions regarding user identification revalidation.