

South Carolina Department of Natural Resources



FY 2007-08 Annual Accountability Report

SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES

Accountability Report Transmittal Form

Agency Name: SC Department of Natural Resources

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Agency Director: John E. Frampton

Agency Contact Person: Kevin Kibler

Agency Contact's Telephone Number: 803-734-3965

SECTION I
EXECUTIVE SUMMARY
2007/2008 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES

(1) Mission & Values

During FY 2007-08, the Department of Natural Resources (“the DNR”, the “Agency”) operated its programs based upon the DNR Board’s Strategic Plan entitled *South Carolina Department of Natural Resources Vision for the Future*. The DNR’s mission is to serve as the principal advocate for and steward of South Carolina’s natural resources.” The DNR accomplishes its mission based upon an agenda that encompasses these values:

1. **Teamwork** – The Agency will accomplish its mission and achieve its vision through goal-focused, cooperative efforts that rely on effective internal and external communication and partnering;
2. **Integrity** – The Agency will lead by example, ensuring that its standards are high, and its actions are fair, accountable, and above reproach;
3. **Dedication** – The Agency will maintain a steadfast commitment to the state’s natural resources and its mission;
4. **Excellence** – The Agency will always do its best, and continuously strive to improve its processes, activities, policies, operations, and products; and,
5. **Service** – The Agency will provide quality service that meets the needs and exceeds the expectations of the public and its employees.

(2) Major Achievements

The DNR implemented the Strategic Plan’s primary goals and strategies to accomplish significant results and major achievements over the past year. By Agency Division, major achievements during FY 2007-08 included the following:

Wildlife & Freshwater Fisheries

- Acquired management authority over the Botany Bay Plantation Wildlife Management Area (WMA).
- Continued providing quality public outdoor recreation opportunities on approximately 1.1 million acres of land in the WMA program throughout the state.
- Significantly improved the habitats of all wildlife species on many of the Heritage Preserves.
- Acquired property in the Jocassee Gorges to continue protection efforts there.
- Conducted more youth hunts across the state and accommodated more mobility impaired hunters than ever before.
- Produced a major sea turtle video with ETV.
- Formed the Indian Creek Wildlife Habitat Restoration Initiative involving the DNR, other governmental agencies, conservation organizations, and private landowners to restore and improve grassland habitats on approximately 16,000 acres.
- Successfully implemented a stakeholder process to acquire public input, build public support, develop legislative recommendations, and implement regulation changes to protect, enhance, and recover the Santee

Cooper striped bass population.

Marine Resources Division

- Expanded Educational Vessel Discovery program for school children into Georgetown and Horry Counties.
- Initiated a first-ever cooperative program with private anglers that tagged and released 1,559 fish on Myrtle Beach piers.
- Initiated a large-scale shellfish restoration program in Charleston Harbor in cooperation with the State Ports Authority.
- Conducted an open house at the Marine Resources Center that was attended by more than 1,500 citizens.
- Initiated a striped bass experimental program in the Ashley River with over 100,000 fish being released in an effort to determine the viability of a stocking program.
- Sponsored through the DNR Cooperative Research Program private culturists that have successfully grown marketable single oysters in 6-7 months, compared to three years in the wild.
- Initiated the first “Green committee” to study energy consumption and possible savings.
- Experimentally stocked through the Red Drum Research Program 2,477,692 juvenile red drums in five locations along the coast.
- Initiated the renovation and conservation process of the Agency's historical coastal structures, including the Quarantine Offices Quarters and Marshlands House at the Marine Resources Centers.
- Conducted Marine Resource based programs for approximately 2,500 students and adults, free of charge.

Land, Water & Conservation

- Through the Heritage Trust Program, participated in the purchase and acquisition of six properties with special natural and cultural resources comprising 13,858 acres.
- Designated two rivers as State Scenic Rivers: a 57-mile section of the lower Lynches River and a 30-mile section of the Catawba River.
- Advised the Governor’s Savannah River Committee on saltwater intrusion, drought management strategies, waste assimilation, and surface-water allocation issues for the Savannah River Basin.
- Worked with DHEC and the USGS–Georgia to develop and refine a saltwater-intrusion model for the Floridan aquifer.
- Participated in field work and modeling for the IFIM study of the lower Saluda River and the development of the Lake Murray reservoir operations model as part of the FERC relicensing of the Saluda Dam.
- Drilled seven observation wells on DNR-owned properties in Jasper, Sumter, and Chesterfield Counties.
- Monitored surface- and ground-water levels while potentiometric maps showing water levels in the three main Coastal Plain aquifers were prepared.
- Convened the SC Drought Response Committee four times to evaluate the statewide drought status.
- Surveyed 626 water systems to obtain data on the percentage of South Carolina's population under water restrictions during the severe stage of the drought.
- Developed a web application for the State Climate Office website to track water conservation actions issued by water systems.
- Issued bi-weekly drought updates to SC Drought Response Committee Members and Drought List Serv Subscribers.

- Completed the fourth year of the Flood Map Modernization Initiative that will provide more accurate GIS-based Flood Insurance Rate Maps. (This Initiative should be complete by 2010)
- Continued to provide technical and administrative assistance in five watersheds covering 400,920 acres in nine counties.
- Initiated a leadership meeting for the chairpersons of the 46 Conservation Districts to enhance the relationship between the Agency and the Districts and to provide a venue to discuss critical issues of interest to the DNR and Conservation Districts.

Law Enforcement Division

- Hired 28 new field officers to replace officers lost to budget cuts in previous years.
- Upgraded the Division's communications system to a secure digital network. These upgrades included portable, vehicle, and boat radios, as well as a radio tower, repeaters, and dispatch consoles.
- Increased accountability throughout the supervisory ranks by conducting regular reviews of reported officer work measures that are reviewed and reported both up and down the chain of command for field operations.
- Restructured first line supervisory units increasing the number of units by three. This reorganization was done to lower worker to supervisor ratios, create more opportunities for advancement, and meet unique geographical work conditions. As part of the restructuring, the Division also added a new rank into the structure creating a non-supervisory staff sergeant between the ranks of sergeant and first sergeant.
- Initiated a new approach to officer recruitment through the development of a recruitment video. The 3 minute video is music dubbed, action based, and focuses on the various duties of a DNR law enforcement officer including boating patrols, hunting and fishing patrols, homeland security, search & rescue, and hunter & boater education.
- Continued to expand outreach programs including a joint boating safety promotion in conjunction with Wendy's Corporation, the Archery in the Schools Program, the Take One Make One program, and pre-launch courtesy boat inspections by officers.

Outreach & Support Services

- Distributed 291,000 multi-purpose mailers to customers allowing them to purchase licenses, permits, and tags through the mail or the Internet.
- Distributed 73,000 postcards to Agency customers that had purchased hunting or fishing licenses over the past two years.
- Completed 18 engineering projects related to boating access.
- Selected a Design/Build contractor and awarded a multi-million dollar repair contract for the Marine Resources Research Institute lab and classroom building at the Fort Johnson complex.
- Initiated repairs and renovations to the labs and offices at Waddell Center, repairs at Blake House at Santee Coastal Preserve, and Dirlton House at Samworth WMA.
- Initiated a public awareness campaign to inform the public about the services the DNR provides South Carolinians.
- Upgraded network circuits between the Columbia office and both the Geology and Charleston offices to provide faster access and increased capacity.
- Installed new network routers and switches at the Marine Resources Division to provide enhanced high-speed file transfer and data access between the Columbia and Charleston facilities.
- Installed video conferencing capabilities at various Agency locations to provide project and administrative meeting collaboration and remote training opportunities.
- Answered more than 7,000 requests for help desk, web (Internet and Intranet), mainframe programming, and

spatial analysis support.

- Upgraded the network antivirus protection system to provide remote management capabilities while insuring the Agency's network data security and integrity.
- Continued the migration of the DNR's boat registration and hunting/fishing licensing programs to a web-based Oracle solution.
- Provided at no cost to other state and federal agencies, local governments, and the public, non-sensitive spatial data maintained at the DNR through the SC DNR GIS Data Clearinghouse.
- Upgraded Agency's Geographic Information Systems (GIS) and Internet mapping software to provide for enhanced web-based visualization and query of various natural resources data layers without requiring special software on the web site visitor's computer.
- Completed the installation and configuration of an electronic document management system to replace handling of paper and microfilm documents.
- Completed the migration of the Law Enforcement Hunter-Boater education system from MS Access to a web-based system with Oracle as the database.
- Installed new laser printers for licensing and titling program areas for local printing of all Agency licenses and boating forms.
- Completed the upgrade of all Microsoft Office software from the older 2000 version to the most recent release of the software (2007).
- Completed the on-line registration system that links the DNR's public events web calendar to the Hunter-Boater Education classes and allows the public to see the times and locations of available classes and register on-line for the class of their choice.
- Redesigned the DNR Intranet web site with a customer friendly "look and feel" and improved navigability.

(3) Key Strategic Goals

1. Enhance the effectiveness of the Agency in addressing natural resource issues.

- a. Broaden strategies to address the impacts of population growth, habitat loss, environmental alterations, overuse and other challenges faced in protecting, enhancing and managing diverse natural resources;
- b. More effectively develop, coordinate, and integrate resource-specific conservation and management plans, research, and policies within the DNR; and,
- c. Expand sound application of science for natural resource management and decision-making.

2. Improve the general operations of the DNR.

- a. Develop and implement department-wide operational plans that clearly connect all Agency activities to specific goals and annual accountability reports;
- b. Fully develop the Agency's regional hub system;
- c. Continue to develop and maintain modern, well-integrated information systems, and technology throughout the Agency;
- d. Enhance and maintain effective communications throughout all levels of the DNR;
- e. Maximize efficiency of internal operations and business procedures; and,
- f. Aggressively pursue increases in revenue, state and federal funding, and identify new funding sources to support accomplishment of the Agency's mission.

3. Create an Agency environment that supports a dedicated, professional workforce.

- a. Implement comprehensive workforce planning that is consistent with Agency priorities;
- b. Expand consistent, Agency-wide employee training, retention, and compensation efforts; and
- c. Implement initiatives that improve employee morale and teamwork, instill a sense of pride in the

agency, and emphasize the importance of its mission.

4. Enhance public trust and confidence in the DNR.

- a. Foster more effective communications, outreach, and partnering with the public and State Legislature;
- b. Develop strategies that address divergent public opinion and expectations concerning issues related to accessibility, use, and protection of natural resources;
- c. Optimize the DNR's customer service through regular monitoring of constituent needs, public opinion, and Agency performance; and,
- d. Enhance natural resource education to provide the public with knowledge necessary in making informed natural resource decisions.

(4) Key Strategic Challenges

The main barrier impeding the Agency's success in fulfilling its mission and achieving its strategic goals is the continuing economic uncertainty facing South Carolina and the nation. Indicative of this uncertainty is the recent three percent mid-year cut mandated by the State's Budget & Control Board. This reduction – which removes \$786,728 from DNR's base budget - will severely impede the Agency from meeting objectives established by statute and the DNR Board.

Finding new and adequate funding streams to successfully protect and manage the unique natural and cultural resources of South Carolina in a climate of economic uncertainty will be challenging. Nevertheless, the Agency has no choice but to pursue such funding opportunities. Given the lesser priority status some assign to natural resource concerns, the Agency is again at risk for deeper cuts than other agencies. This prioritization concern was most apparent during the last economic downturn as the Agency realized a \$12.8 million (41 percent) reduction in state appropriated funds from July 2001 through June 30, 2004. And, while the DNR has made progress in recent years toward regaining a portion of the funds lost during this period (though much of the recent funding received by the Agency has been for critical infrastructure needs from non-recurring sources), the impact of the reductions during the era cannot be minimized.

Without adequate funding, the Agency will continue to struggle with the recruitment and retention of staff for jobs ranging from the Assistant Deputy Director to the Technician/Trade Specialist and all positions in between. As an example of this, the Agency is already experiencing difficulty in attracting qualified applicants for many positions within its Wildlife & Freshwater Fisheries; Land, Water & Conservation, Marine Resources; and Law Enforcement Divisions. Such recent attempts to hire and retain staff in such areas as biology, hydrology, climatology, engineering and law enforcement have shown the agency to not be competitive in salary offers. This problem is only compounded when the Agency attempts to increase the salaries of current staff in order to make them competitive with new hires. Recent research has shown that Agency employees are approximately \$1.1 million behind other state employees in comparable positions. Challenges associated with retention often have the overlapping issue of succession planning which results from the loss of experienced and key employees during a relatively short timeframe. In this case, the Agency has had an unusually high number of vacancies in its long-term staff due to the exiting of its TERI employees in recent years (29 and 14 TERI employees exiting in 2006 and 2007, respectfully).

The Agency also recognizes the challenges associated with minority recruitment. Given the often limited exposure minorities have traditionally had to Agency activities, the DNR has taken steps to increase its visibility at traditional minority recruiting events and has implemented a minority intern program. The current minority intern program is available during the summer months to 20 students. However, this

program could be expanded successfully to a larger audience during the school year should additional funds become available.

In accordance with recruitment and retention concerns, adequate staffing levels continue to be an issue. While aggressively obtaining new properties to preserve natural habitats for future generations of the state makes sense, the Agency is nevertheless often unable to hire additional staff or specify additional funds to properly manage these areas. Such increases add to the burden of an already taxed staff. Another staffing challenge the Agency is contending with involves animal/human encounters. With the increase in development and the influx of people into the state, human interactions with wildlife have risen significantly. This includes bears, alligators, raccoons, etc. and the public expects the Agency to pick up every animal that invades their "space". In addition the public expects the Agency to respond and pick up every injured/orphaned animal they find which includes birds, squirrels, bats, seagulls, etc.

Beyond staffing issues, the Agency, like all other agencies and particularly law enforcement divisions, will continue to face challenges associated with increased fuel costs.

(5) Use of the Accountability Report

The accountability report is utilized by the DNR to monitor the Agency's progress in accomplishing its Strategic Plan goals, measuring organizational performance, addressing areas in need of improvement and setting improvement initiatives in order to better focus on primary core missions.

**SECTION II
ORGANIZATIONAL PROFILE
2007/2008 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES**

(1) The DNR's Main Products and Services & Primary method of delivery

The main service of the DNR is the protection and propagation of an enviable quality of life for the citizens of the state, which is created by the quality and abundance of South Carolina's natural resources. The wealth created by these natural resources are unsurpassed by other states and regions of the country and attracts and sustains business activity, which translates into economic wealth for all South Carolinians. This service is delivered through products and services that include administrative licensing/permitting processes and procedures, public outreach programs and activities that range from general information to detailed resource management, and promotion of South Carolina through the responsible use of these invaluable assets.

By The Numbers, **Products and Services** include, but are not limited to:

722,797	Records submitted annually to county treasurers for tax purposes
839,696	Resident & Non-Resident licenses and permits purchased last year
430,377	Owners of actively registered watercraft
51,261	Subscribers to the <i>S.C. Wildlife</i> magazine
49,878	Individuals that participated in the Individual Antlerless Deer Tag Program
2,350	Children participating in conservation education programs
5,700	Individuals participating in Beach Sweep/River Sweep cleanup activities
2,500	Landowners that were consulted (from the Agency's Conservation District Section)
1,682	Landowners that participated in the Antlerless Deer Quota Program
884	Requests for hydrological data and technical assistance

Chart 1

(2) The DNR's Key Customers segments and their key requirements/expectations

As the advocate for and steward of the state's natural resources, the Agency's primary customers are the citizens of South Carolina, and specifically sportsmen and members of a broad range of hunting, fishing, conservation, business, and environmental organizations. In order to meet its customer's key requirements/expectations, the DNR manages, protects, enhances, conserves, and propagates the state's natural resources through science, research, education, and state and federal statutory and regulatory frameworks.

The Agency's customers not only include residents of South Carolina, but non-residents as well. These include, but are not limited to:

- Commercial fishermen and trappers;
- Landowners participating in department land and species management programs;
- Educational institutions and their students;
- Teachers and staffs;
- Operators of private and corporate watercraft;
- Development interests needing land and water scientific data in order to plan, locate, and build facilities and infrastructure; and,
- Public and private planning organizations needing a wide array of scientific research and monitoring data.

Additionally, the DNR assists other state, federal and local government agencies, universities and colleges, planning agencies, and information and educational organizations needing information for the edification of their readers and students. The breadth and depth of its customer's segments show that in addition to managing natural, cultural, and historical resources of the state, the Agency is also a major economic development and tourism agency.

(3) The DNR's Key Stakeholders (other than customers)

The DNR's key stakeholders that are not customers are the numerous hunting, fishing, conservation and environmental organizations, various state, county and municipal entities, and professional associations. Some of these groups have members who individually are customers, but their organizations as a whole are stakeholders. Many of these stakeholders, through partnerships with the Agency, are in fact suppliers to the department. Within Chart 2 below are examples of such organizations.

The DNR's Key Stakeholders Other Than Customers (including but not limited to)		
<p>Hunting & Fishing Organizations</p> <p><u>Hunting:</u> S.C. Sportsman's Coalition Ducks Unlimited* Wild Turkey Federation* Quail Unlimited * Five Rivers Coalition</p> <p><u>Freshwater Fishing:</u> Bass Anglers Sportsman's Society Trout Unlimited* Greenville Striper Kings Midlands Striper Club Lake Murray Guides Association</p> <p><u>Saltwater Fishing:</u> Recreational Shrimper's Association S.C. Marina Association S.C. Shrimper's Association The S.C. Crabbers Association Coastal Conservation Association *</p>	<p>Conservation & Environmental Organizations:</p> <p>Harry Hampton Wildlife Fund* Wildlife Federation* S.C. Farm Bureau* The Nature Conservancy* S.C. Forestry Association Nemours Environmental Foundation* Focus Groups Palmetto Conservation Foundation* The Conservation Fund* The Land Trust Alliance* S.C. Land Trust Network S.C. American Fisheries Society S.C. Fisheries Workers Association S.C. Wildlife Society Wildlife Action, Inc. Sierra Club Audubon Society Coastal Conservation League S.C. Forest Watch</p>	<p>Other state, county and municipal entities:</p> <p>S.C. Conservation Bank* S.C. Emergency Preparedness Division Local Emergency Preparedness Offices Various law enforcement and entities State water users (industry, agriculture, & regional, county & municipal water processors and providers S.C. Department of Education Regional Climate Centers *</p> <p><u>Professional Associations:</u> S.C. Wildlife Officers Association* S.C. Association of Conservation Districts* Soil and Water Conservation Society</p> <p>Climatological Society S.E. Assoc. of Fish & Wildlife Agencies Assoc. of Fish & Wildlife Agencies</p> <p><u>Corporate Partners*</u> Duke Energy Crescent Resources International Paper</p> <p>* Denotes entities that the DNR has partnered with.</p>

Chart 2

(4) The DNR's Key Suppliers & Partners

The Agency has a diversity of suppliers that provide input for its operations. This has evolved as the DNR has maintained a traditional focus to develop partnerships and cooperative efforts with state and federal

agencies to include: S.C. Department of Health and Environmental Control; S.C. Department of Parks, Recreation and Tourism; S.C. 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.

Other suppliers of input to the DNR are: owners of over 2,030 acres of private land in 53 public dove fields; timber companies; U.S. Forest Service and other state and federal agencies and private individuals in the 1.1 million acre Wildlife Management Area Program; federal grant agencies that provide funding for marine resources research and monitoring projects; 1,463 environmental permit applicants related to commercial and residential development; nearly 100 requestors seeking 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; the Agency’s 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 owners; hunting guides and lodges; and, commercial and recreational oyster bottoms lessees.

The DNR has developed partnerships with several institutions of higher education and with organizations denoted with asterisks in Chart 2.

(5) The DNR’s Operating Locations

Four Regional Hub Offices	State Fish Hatcheries
Clemson, Columbia, Charleston, Florence	West Columbia (Cohen), Mountain Rest (Wahalla)
	Heath Springs (Springs Stevens), Cheraw &
Major Operational Locations	Bonneau (Dennis Center)
Rembert Dennis Building (Columbia)	
5 Geology Road (Columbia)	Wildlife Management Area Offices
Dennis Wildlife Center (Bonneau)	Yawkey Wildlife Center
Marine Resources Center (James Island)	Samworth and Santee Delta (Georgetown)
Waddell Mariculture Center (Bluffton)	Santee Coastal Reserve (McClellanville)
	ACE Basin / Donnelley and Bear Island (Green Pond)
Freshwater Fisheries Work Centers	Webb Wildlife Center (Garnett)
Greenwood, Rock Hill, Barnwell, Eastover, Bennettsville	
	Land, Water and Conservation District Offices
	46 counties offices, primarily in each county seat

Chart 3

(6) The DNR’s Employees

Department of Natural Resources Employee Count	
Permanent 740
Grant 96
Temporary 158

Total	
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Chart 4

(7) The DNR’s Regulatory Environment

The DNR operates under numerous state and federal laws and regulations covering resource management, environmental affairs, administration and other areas specific to the Agency’s mission. Chart 5 below provides just a few examples of statutes and regulations under which the DNR operates.

Resource Management	Environmental	Administrative	Other
All State and Federal Game & Fish Laws which include: S.C. Code of Laws Title 50; Federal Migratory Bird Act; Endangered Species Act Atlantic Coastal Fisheries Cooperative Management Act; Magnuson Stevens Fishery Conservation & Management Act;	DHEC Regulations, U.S. Army Corps. Of Engineers Regulations, Clean Water Act (U.S.C.) Rivers and Harbors Act (U.S.C.) SC Coastal Zone Management Act S.C. Code of Law Title 49 (Land & Water)	Administrative Procedures Act GAAP Welfare Reform Act / Deadbeat Dad Statute FOIA Family Privacy Act Fair Labor Standards Act OSHA Americans With Disabilities Act Equal Employment Opportunity	US Coast Guard Regulations for titling of watercraft

Chart 5

(8) The DNR’s Performance Improvement Systems

Implementation of action items is accompanied by measures. Measures provide the feedback loop needed to improve key processes. For example, the EPMS will be used to document important training initiatives, such as Supervisory Practices for all of the Agency’s supervisors. Training and development is tied to all four Strategies listed in the Agency’s Strategic Plan. The EPMS becomes the feedback mechanism to ensure it is able to approach performance improvement.

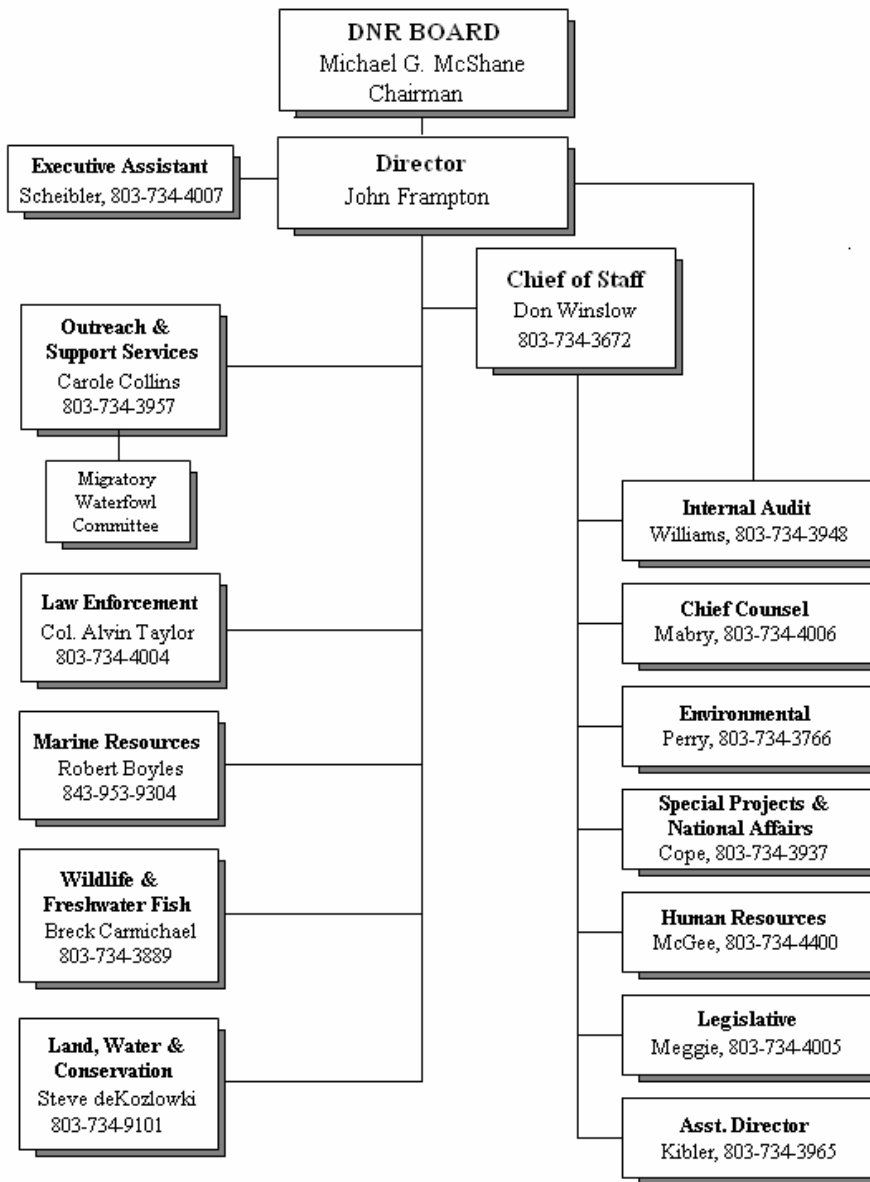
Other performance improvement systems include, but are not limited to:

- The Strategic Planning Process;
- “Regional Hub” coordination of Agency programs and activities **;
- The DNR’s Internal Auditor;
- The Federal Aid Coordinator; and,
- Various internal training programs by the Human Resources Office.

(** The state is divided into four regional hubs. Each of the Agency’s Divisions has a Regional Hub Coordinator whose primary function is to coordinate his/her respective Division’s activities alongside his/her counterparts in order to ensure better coordination. This regional approach ensures better communication, coordination of efforts, and quicker response times, thus avoiding unnecessary duplication of efforts.)

In addition, human dimensions surveys are routinely performed to determine public opinions, attitudes and behavior related to programs and activities. These measures are used to develop data trends to compare performance and aid in setting priorities.

(9) The DNR's Organizational Structure



(10) The DNR's Expenditures/Appropriations

Major Budget Categories	FY 2006-07 Actual Expenditures		FY 2007-08 Actual Expenditures		FY 2008-09 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$33,458,209	\$14,613,956	\$35,778,380	\$16,590,969	\$40,549,257	\$16,684,255
Other Operating	28,805,830	4,317,130	34,575,830	5,619,354	42,720,584	3,334,820
Special Items	419,311	400,000	442,900	400,000	370,834	351,523
Permanent Improvements	28,122,622	0	23,039,452	0	0	0
Case Services	0	0	0	0	0	0
Distributions to Subdivisions	863,275	552,000	959,197	690,000	1,905,900	690,000
Fringe Benefits	10,739,776	4,715,250	11,329,048	5,366,324	11,496,317	4,963,358
Non-recurring	3,375,647	1,083,137	1,150,902	905,129	0	0
Total	\$105,877,670	\$25,681,473	\$107,275,709	\$29,571,776	\$97,042,892	\$26,023,956

Other Expenditures

Sources of Funds	FY 2006-07 Actual Expenditures	FY 2007-08 Actual Expenditures
Supplemental Bills	\$1,083,136	\$5,160,038
Capital Reserve Funds	\$2,292,390	\$0
Bonds	\$65,000	\$0

(11) The DNR's Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	Key Cross Reference for Financial Results
I. Support Services	Administrative functions provide day-to-day operation of the DNR and encompass a wide variety of activities that promote and support the implementation of all Agency functions and the overall management of the Agency.	State: \$3,106,837 Federal: 0 <u>Other:</u> 2,599,525 Total: \$5,706,362 % of Total Budget: 5.0%	State: \$3,538,671 Federal: 0 <u>Other:</u> 2,800,490 Total: \$6,339,164 % of Total Budget: 6.0%	7.19, 7.27, 7.30
II. A Outreach	Provides public information, outreach and educational services through a wide range of public and Agency programs and activities.	State: \$ 984,191 Federal: 236,936 <u>Other:</u> 1,183,822 Total: \$2,404,949 % of Total Budget: 1.0%	State: \$1,064,142 Federal: 126,966 <u>Other:</u> 1,293,085 Total: \$2,484,193 % of Total Budget: 2.3%	7.10, 7.20, 7.23
II. B Boat Titling	Provides and maintains the system for processing new titles for watercraft and outboard motors, watercraft registrations and their renewal, and transfers of watercraft and outboard motors in the state. Also, submits records to county auditors for personal property tax purposes.	State: \$ 0 Federal: 0 <u>Other:</u> 1,243,694 Total: \$1,243,694 % of Total Budget: 1.0%	State: \$ 0 Federal: 0 <u>Other:</u> 1,258,516 Total: \$1,258,516 % of Total Budget: 1.2%	7.27
II. C Game Management	Natural resource biologists and technicians research, monitor and survey a broad range of native wildlife species, including non-game, game and endangered vertebrates. These individuals plan, direct and collaborate with Wildlife Section Regional Projects in this activity. Wildlife biologists and technicians utilize current technology and science to manage and protect wildlife species and their habitats throughout the state.	State: \$ 301,600 Federal: 2,627,548 <u>Other:</u> 7,401,775 Total: \$10,330,923 % of Total Budget: 10.0%	State: \$ 303,939 Federal: 3,211,760 <u>Other:</u> 7,893,565 Total: \$11,409,265 % of Total Budget: 10.8%	7.4, 7.5, 7.6
II. D Freshwater Fisheries	The Freshwater Fisheries Section has among its objectives the protection, enhancement and conservation of South Carolina's inland aquatic resources, and to provide recreational fishing opportunities for the state's citizens. Fisheries biologists and technicians utilize current technology and science to manage and protect fisheries species throughout the state. Activities are carried out on a regional and statewide basis to protect, conserve and enhance South Carolina's freshwater fishery and other aquatic resources.	State: \$ 15,470 Federal: 2,251,209 <u>Other:</u> 2,297,115 Total: \$4,463,794 % of Total Budget: 5.0%	State: \$ 0 Federal: 2,382,286 <u>Other:</u> 2,529,272 Total: \$4,911,559 % of Total Budget: 4.6%	7.1, 7.2, 7.3, 7.4, 7.5, 7.6

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	Key Cross Reference for Financial Results
II. E Law Enforcement	The Division of Law Enforcement is responsible for enforcement of state and federal laws that govern hunting, recreational and commercial fishing, recreational boating, and other natural resources conservation concerns to insure protection of life, property, and natural resources. Also assists other state law enforcement agencies with homeland security, litter violations, executive protection and natural disasters and general law enforcement support functions for public safety matters.	State: \$7,774,951 Federal: 1,036,964 <u>Other:</u> 6,260,452 Total: \$15,072,367 % of Total Budget: 14.0%	State: \$9,277,665 Federal: 1,027,204 <u>Other:</u> 7,166,325 Total: \$17,471,196 % of Total Budget: 16.5%	7.19,7.20,7.21, 7.22,7.23,7.24, 7.25.7.26
II. F Boating Safety	Enforces boating safety as mandated by state and federal law, promotes safe boating and investigates boating accidents. Assists with the development of boat landings with public access to state waterways.	State: \$ 0 Federal: 1,300,069 <u>Other:</u> 1,363,928 Total: \$2,663,997 % of Total Budget: 3.0%	State: \$ 0 Federal: 1,634,855 <u>Other:</u> 1,240,931 Total: \$2,875,786 % of Total Budget: 2.7%	7.24,7.25,7.26
II. G Marine Resources	The Division of Marine Resources is responsible for the management and conservation of the state's marine and estuarine resources. The Division conducts routine monitoring and research on the state's marine resources and makes recommendations for the management of those resources.	State: \$2,981,765 Federal: 6,653,171 <u>Other:</u> 3,356,766 Total: \$12,991,702 % of Total Budget: 12.0%	State: \$3,236,437 Federal: 7,223,391 <u>Other:</u> 992,762 Total: \$13,613,180 % of Total Budget: 12.8%	7.7,7.8,7.9,7.10
II. H Land, Water & Conservation	Land, Water and Conservation develops and implements programs that manage and conserve the state's land and water resources by providing guidance in resource development and management through planning, research, technical assistance, public education and development of a comprehensive natural resources database.	State: \$4,718,271 Federal: 3,123,871 <u>Other:</u> 753,690 Total: \$8,595,832 % of Total Budget: 8.0%	State: \$4,654,544 Federal: 4,832,646 <u>Other:</u> 657,745 Total: \$10,144,935 % of Total Budget: 9.6%	7.11,7.12,7.13, 7.14,7.15,7.16, 7.17,7.18

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures		FY 07-08 Budget Expenditures		Key Cross Reference for Financial Results
III. Employer Contributions	Employer's portion for Payroll Taxes, Worker's Compensation, Health Insurance, Dental Insurance, State Retirement and Unemployment Insurance.	State:	\$4,715,250	State:	\$5,366,324	7.30,7.31
		Federal:	2,174,468	Federal:	1,199,988	
		<u>Other:</u>	<u>3,850,058</u>	<u>Other:</u>	<u>4,762,734</u>	
		Total:	\$10,739,776	Total:	\$11,329,048	
		% of Total Budget:	10.0%	% of Total Budget:	10.7%	

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:	FY 06-07		FY 07-08	
	State:	\$ 1,083,137	State:	\$905,129
	Federal:	12,357,521	Federal:	9,893,829
	<u>Other:</u>	<u>18,123,615</u>	<u>Other:</u>	<u>13,391,395</u>
	Total:	\$31,564,273	Total:	\$24,190,353
	% of Total Budget:	13.0%	% of Total Budget:	22.8%

SECTION III
ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA
2007/2008 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES

The DNR Accountability Report: FY 2007-08
Category 1 – Senior Leadership, Governance, and Social Responsibility

1.1: How do senior leaders set, deploy, and ensure two-way communication for: a) short and long term organizational direction and organizational priorities, b) performance expectations, c) organizational values, and d) ethical behavior?

Senior leadership in the Agency consists of the Director, John E Frampton, a Chief of Staff, five Deputy Directors, and Executive Office Administrators. The DNR Board sets the Agency's short and long-term direction. The Agency's Strategic Plan clearly communicates these short and long term directions and outlines the Agency's organizational values. The DNR's values inherently embody innovation, knowledge, and ethical behavior. The Board's direction is communicated by the Director to members of the senior leadership, and in turn to Section Chiefs, Division Managers and other employees. Communication methods used include electronic communications, office staff meetings, regional hub staff meetings, special purpose work groups and the Employee Performance Management System (EPMS). These communication methods allow for effective two-way communication to ensure that employees at all levels within the organization are in concert with the DNR's vision, mission, Strategic Plan, values and goals.

Senior leadership establishes and communicates key organizational priorities for improvement through the legislative and budgetary processes. These proposals are reviewed by the DNR Board and upon approval, are submitted to appropriate committees in the General Assembly for consideration. Both the legislative package and budgetary proposals are linked to critical natural resource issues and needs as identified 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. Senior leadership works to effectively implement these processes to maintain a primary focus on customers, the DNR vision, and the well-being of the state's natural resources.

In working towards achieving the goal of creating an Agency environment that supports a dedicated and professional workforce, the DNR encourages organizational and employee learning. For example, in the Agency's Divisional Operational Plans, employee training is encouraged and supervisors are required to identify professional and technical training needs, and document those needs and intended actions in the employee's EPMS planning stage. Learning is also enhanced through staff being assigned to special committees which provide a greater exposure and understanding of the Agency. The Strategic Plan also encourages staff to participate in state, regional, and national professional organizations.

In general, ethical behavior is set in the core values and guiding principles of the Agency's Strategic Plan and is defined more clearly and specifically in the Agency's policy manual. Senior staff communicates these values and expectations in routine discussions and formal meetings with staff and strive to model ethical behavior by their actions. When this standard is not met, the DNR responds in a fair, consistent, and decisive manner.

By communicating the Agency's mission, vision, core values, guiding principles and the Strategic Plan in order to achieve its goals, senior leaders have effectively laid the foundation for setting, deploying and ensuring two-way communication for empowerment and innovation amongst the DNR's employees.

1.2: How do senior leaders establish and promote a focus on customers and other stakeholders?

The DNR's core organizational values as described in the Executive Summary, which guide the Agency's actions, give the direction by which senior leadership establishes and maintains a continuous focus on customers and other stakeholders. Since the public uses and enjoys natural resources year-round, the DNR is able to maintain constant contact with customers and other stakeholders. The goals and strategies described in the Agency's Strategic Plan provide the direction for each Division and all the DNR's employees to focus on customer service and address issues identified by communication with customers and stakeholders. Examples vary from the utilization of the Agency's customer focused Regional Hub approach; the process evolution that brought the DNR to an in-house internet based launch of watercraft renewals, duplicate cards, and decals; to a new point-of-sale licensing system that allows customers to purchase and print their licenses from the convenience of their own home.

1.3: How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?

The Agency addresses current and potential impacts on the public of its products, services, facilities, and operations in a variety of ways. These impacts are evaluated through 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 contacts, constituent organizations, commercial and recreational interests, advisory committees, and through other private/public entities. In each case, senior leaders review 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 other 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. During high use times and seasons, emphasis on special law enforcement strategies and techniques are focused on enhancing safety and regulatory compliance. Finally, beyond education, training and enforcement, the Agency seeks a preemptive legislative role by pursuing specific laws and/or regulatory controls to protect the safety of people and property *before* issues (such as boating-related fatalities) become major public policy concerns.

1.4: How do senior leaders maintain fiscal, legal, and regulatory accountability?

The Director of the Office of Support Services and staff continually monitor the status of Agency income and budget against current and anticipated expenditures. The Division Director then communicates such findings through regular reports and meetings with the Director, Chief of Staff and fellow Deputy Directors on a regular basis. Senior leaders maintain fiscal accountability through continual monitoring of their respective budgets and expenditures. Weekly Division meetings are held to brief key staff on progress of department projects, functions, and budget status reviews. The Agency's Director and Chief of Staff hold monthly meetings with Deputy Directors and other key staff and are given strict fiscal guidelines by the Director and held accountable for

following those guidelines. Legal and regulatory accountability is maintained through the constant involvement of three staff attorneys, the Internal Auditor, and the Federal Aid Coordinator. Accountability is also maintained by rigorous review of all contracts, purchase requisitions, grants, and travel requests. Under their guidance, staffs are in constant contact with the local, state and federal regulatory agencies that have purview over Agency operations to insure that legal and regulatory requirements are understood and followed.

1.5: What performance measures do senior leaders regularly review to inform them on needed actions?

Key performance measures that are regularly reviewed by senior leaders include data relating to:

- Boating and hunting accidents and fatalities;
- Boating and hunter safety participation;
- The number of law enforcement cases made;
- The number of warnings and summons issued;
- The number of hours assisting other law enforcement agencies;
- The number of educational events/classes and their number of participants;
- The cost per acre of land acquired under the Heritage Trust Program;
- The number of activities within the S.C. Climate office;
- The number of National Flood Insurance Policies issued within the state;
- Nuisance aquatic weed coverage on public waters of the state;
- The states artificial reef activities;
- The number of pounds of commercial shrimp and crab landed in the state;
- Red Drum catch and release activity; and,
- Employee turnover.

The Divisions' Operational Plans identify performance measurements, frequency of assessment, and the responsible party for each task. The Divisions are also working on identifying measures to be reviewed on a regular basis to show Division-wide progress. This linkage between Division performance and the overall progress of the Agency is being assisted by the Assistant Director for Policy and Development. With new database capabilities, the DNR will have the ability to obtain, process, and trend even greater data in the near future.

1.6: How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, and the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to the organizational values?

Employee feedback is routinely submitted to senior leaders through direct contact, regional workshops, special purpose committees, and through the chain of command within the Agency's Divisions. Employee surveys are conducted to secure feedback on particular issues or problems. Input from employees is attained through the DNR's website on matters having 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 also use inter and intra-divisional task forces to review particular issues/problems and provide feedback and performance review findings.

1.7: How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

Senior leaders promote and personally participate in succession planning and the development of future organizational leaders by constantly looking to identify those individuals within the organization who possess the needed competencies or who have potential to possess the needed competencies. When identified, potential future leaders are encouraged to receive appropriate training in leadership skills and to serve on special committees that address high level management issues and provide exposure to Agency programs and management staff. The Agency's Workshop in Leadership Development (W.I.L.D.) leadership-training program is one such program. To ensure that proper identification and training are in place, the Director has instructed his Deputies to institute a formal succession program in each Division to insure a training process is in place for future key staff position changes. In response to this directive, each Division now has an Assistant Deputy Director.

1.8: How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

1.9: How do senior leaders create an environment for organizational and workforce learning?

1.10: How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

1.8-1.10: The DNR uses four approaches to create an environment for performance improvement, accomplishment of strategic objectives, and innovation.

First, the DNR leadership is actively involved in the implementation of the "Vision for the Future" document. This document, along with supporting business plans, includes various measures to ensure that performance is "on target" and identifies areas needing improvement. Along with performance measures associated with the Strategic Plan, the DNR senior leaders review measures as outlined in 1.5.

Second, senior leaders: (i) participate in the monthly DNR Board meetings, and (ii) communicate to, and reinforce priorities for, the Agency through monthly Deputy Director meetings, quarterly meetings with Division Managers, and staff through scheduled meetings within each Division and their respective sections. Hub meetings are scheduled monthly and include the Hub coordinators for each region - with senior leaders and Board members always welcomed at these meetings. Each Hub also holds an annual meeting which includes all employees within that Hub and senior leaders.

Third, the DNR leadership relies on the Accountability Team to stay abreast of strategic objectives and key measures as well as opportunities for innovation. All members are either senior leaders or high-level managers. This team also reviews and participates in the writing of the Agency's Accountability Report.

Finally, the DNR utilizes the EPMS document to hold individual employees accountable for achieving important goals and addressing areas needing improvement. All employees are encouraged to seek best practices in other state agencies within South Carolina and throughout the

nation and report those practices to senior leaders. Staff is also encouraged to participate in professional and scientific organizations where they are exposed to new innovations in their respective fields and implement them throughout the DNR when appropriate.

1.11: How does senior leadership actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.

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

The DNR Accountability Report: FY 2007-08

Category 2 – Strategic Planning

2.1: What is your Strategic Planning process, including key participants, and how does it address: a) your organization’s strengths, weaknesses, opportunities and threats; b) financial, regulatory, societal and other potential risks; c) shifts in technology, regulatory, societal and other potential risks, and customer preferences; d) workforce capabilities and needs; e) organizational continuity in emergencies; and f) your ability to execute the strategic plan.

The DNR’s “Vision for the Future” Strategic Plan was developed in FY2005-06 and the document is in the process of being fully deployed. The implementation of specific action items - which fall under the general action plan/initiatives as shown in the Strategic Planning Chart below – will be monitored by Divisions’ key performance measures that have been or are currently in the process of being reassessed and updated. Holistically then, goals and objectives of the Agency’s Strategic Plan serve as the standardized outline for the implementation of action plans/initiatives which are then monitored by DNR’s key measures.

In FY 2008–09, the DNR plans on full deployment of the Strategic Plan to all of its Divisions. Full deployment will include: (1) the continued refinement of Divisional Action Plans; (2) the development of a new management report entitled the Quarterly Performance Report (QPR) which will update and report Divisional key measures, as shown in Section 1.5 (as well as the financial performance of the DNR’s Divisions), to senior management on a quarterly basis and which will annually be linked to the Agency’s Accountability Report; and, (3) a direct link to each employee’s EPMS planning stage. Once deployed, each Division and the Agency’s Accountability Team will routinely review specific action plan timelines and results.

The key participants in the strategic planning process are the following Agency senior leaders: the Director, Chief of Staff, Deputy Directors, and Executive staff. In addition to these senior leaders, the DNR has an Accountability Team, which is comprised of at least two senior staffers from each Division.

2.2: How do your strategic objectives address the strategic challenges you identified in your Executive Summary?

The DNR’s Key Strategic goals are as follows:

- Goal 1: Enhance the effectiveness of the Agency in addressing natural resource issues.
- Goal 2: Improve the general operations of the Agency.
- Goal 3: Create an Agency environment that supports a dedicated, professional workforce.
- Goal 4: Enhance public trust and confidence in the Agency.

2.3: How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?

The DNR’s Strategic Plan was developed in FY2005-06 and the document is in the process of being fully deployed. The implementation of specific action items - which fall under the general action plan/initiatives as shown in the Strategic Planning Chart below – will be monitored by Divisions’ key performance measures that have been or are currently in the process of being reassessed and updated. Holistically then, goals and objectives of the Agency’s Strategic Plan

serve as the standardized outline for the implementation of the action plans/initiatives which are then monitored by DNR's key measures.

In FY 2008–09, the DNR plans on full deployment of the new Strategic Plan to all of the Divisions. Full deployment will include: (1) the continued refinement of Divisional Action Plans; (2) the development of a new management report entitled the Quarterly Performance Report (QPR) which will update and report Divisional key measures, as shown in Section 1.5 (as well as the financial performance of the DNR's Divisions), to senior management on a quarterly basis and which will annually be linked to the Agency's Accountability Report; and, (3) a direct link to each employee's EPMS planning stage. Once deployed, each Division and the Agency's Accountability Team will routinely review specific action plan timelines and results.

2.4: How do you communicate and deploy your strategic objectives, action plans and related performance measures?

The Director, in Regional staff meetings, communicates the Strategic Plan to all employees at least once a year. Hub coordinators in quarterly meetings, as well as other senior leaders in sectional meetings within each Division, then reinforce the plan throughout the year. At this point, the primary media tool has been the brochure titled, *South Carolina Department of Natural Resources Vision for the Future*. Other communication modes include, but are not limited to, the Strategic Plan, Divisional Action Plans, and key related performance measures (as reported on the QPR) being available and maintained on the Agency's Intranet web-site. Beyond such communication, training will continue to play a large role for new employees as they are required to take a training class which outlines the importance of the Strategic Plan and how it fits in with their duties and the role they play as a member of Team DNR.

2.5: How do you measure progress on your action plans?

By establishing benchmarks and timelines for specific action plans, the DNR will have the ability to measure each plan's progress. Progress is measured through the identification, assessment, and updating of performance measures, the monitoring of frequency assessment, and the monitoring of timeframes. By using these processes and evaluating each plan with questions such as: (1) how does the reported performance compare with the previous performance?; (2) is the performance/schedule variance likely to prevent goal achievement?; (3) are external factors affecting performance? (If so, what are these factors?); (4) is the performance/schedule variance due to unrealistic initial projections/planning?; and, (5) when will performance information be collected again?, the Agency can determine what modifications should be made to the action plan.

2.6: How do you evaluate and improve your strategic planning process?

Most of the DNR's program areas are working with limited and strained human and fiscal resources as discussed in the Agency's key strategic challenges section within the Executive Summary. These issues constrain the Agency's ability to manage its programs effectively. Strategic goals 2 and 3 address these strategic challenges.

Two of the objectives of Strategic Goal 2- Improving the general operations of the Agency – are: (1) maximizing the efficiency of internal operations and business procedures; and, (2) aggressively pursuing increases in existing revenue, state and federal funding, while identifying new funding sources to support the mission of the Agency.

Two of the objectives of Strategic Goal 3 - Creating an Agency environment that supports a dedicated and professional workforce – are: (1) the expansion of consistent, Agency-wide employee training, retention, and compensation efforts; and, (2) the implementation of initiatives that improve employee morale and teamwork, that instill a sense of pride in the Agency, and that emphasize the importance of the Agency’s mission.

2.7: If the agency’s strategic plan is available to the public through the agency’s internet homepage, please provide a website address for that plan

The DNR’s Strategic Plan is available at www.dnr.sc.gov.

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Key Agency Action Plan/Initiatives	Key Cross Reference for Performance Measures
	<p>Strategy 1: 1. Enhance the effectiveness of the Agency in addressing natural resource issues.</p>	<p>Action 1: Broaden strategies to address the impacts of population growth, habitat loss, environmental alterations, overuse and other challenges faced in protecting, enhancing and managing diverse natural resources.</p>	<p>7.7,7.8,7.9,7.10,7.11 7.12,7.17</p>
		<p>Action 2: More effectively develop, coordinate, and integrate resource-specific conservation and management plans, research and policies within the Agency.</p>	<p>7.1,7.2,7.3,7.4,7.5, 7.6,7.7,7.8,7.9 7.12,7.13,7.18</p>
		<p>Action 3: Expand sound application of science for natural resource management and decision-making.</p>	<p>7.7,7.8,7.9,7.10, 7.11,7.12,7.13,7.14</p>
	<p>Strategy 2: Improve the general operations of the Agency</p>	<p>Action 1: Develop and implement Agency-wide operational plans that clearly connect all Agency activities to specific goals and annual accountability reports.</p>	
		<p>Action 2: Fully develop the Agency's regional hub system.</p>	<p>7.30,7.31</p>
		<p>Action 3: Continue to develop and maintain modern, well-integrated information systems and technology throughout the Agency.</p>	<p>7.28</p>
		<p>Action 4: Enhance and maintain effective communications throughout all levels of the Agency.</p>	<p>7.30,7.31</p>
		<p>Action 5: Maximize efficiency of internal operations and business procedures.</p>	<p>7.11,7.12,7.13,7.14, 7.19,7.20,7.21,7.25, 7.27,7.28,7.30,7.31</p>
		<p>Action 6: Aggressively pursue increases in existing revenue, state and federal funding, while identifying new funding sources to support the Agency's mission.</p>	<p>7.11,7.17,7.18</p>

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Key Agency Action Plan/Initiatives	Key Cross Reference for Performance Measures
	Strategy 3: Create an Agency environment that supports a dedicated, professional workforce.	Action 1: Implement comprehensive workforce planning that is consistent with Agency priorities.	7.30,7.31
		Action 2: Expand consistent, Agency-wide employee training, retention, and compensation efforts.	7.30,7.31
		Action 3: Implement initiatives that improve employee morale and teamwork, instill a sense of pride in the Agency, and emphasize the importance of the Agency's mission.	7.30,7.31
	Strategy 4: Enhance public trust and confidence in the Agency.	Action 1: Foster more effective communications, outreach, and partnerships with the public and State Legislature.	7.10,7.14,7.18,7.22,7.26,7.28
		Action 2: Develop strategies that address divergent public opinion and expectations concerning issues related to accessibility, use, and protection of natural resources.	7.2,7.3,7.27
		Action 3: Optimize the Agency's customer service through regular monitoring of constituent needs, public opinion, and Agency performance.	7.2,7.3,7.4,7.5,7.6 7.7,7.27
		Action 4: Enhance natural resource education in order to provide the public with the necessary knowledge to making informed natural resource decisions.	7.11,7.12,7.22,7.26

The DNR Accountability Report: FY 2007-08
Category 3 – Customer Focus

3.1: How do you determine who your customers are and what their key requirements are?

3.2: How do you keep your listening and learning methods current with changing customer/business needs and expectations?

3.1-3.2: Through development of performance measures for programs in the Agency, processes are identified that deliver services and provide customer satisfaction throughout the state. The DNR places a great deal of emphasis on all employees being customer focused. With a broad-based staff located throughout the state, employees are expected to respond to the needs and expectations of the Agency customers to which they are exposed. One of the Agency's primary listening and learning methods is through its Citizen Advisory Committees. With the exception of Outreach and Support Services (the previously merged Administration and Communication Divisions), 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 Citizen 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 their respective staffs. The DNR's website has installed a comments section that allows its 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 the Agency's customer base, and the volume of contacts and responses is tracked and analyzed. In recent years, the volume of comments, questions, and expressions of concern received in the Agency's Executive Office has increased enormously. In order to deal with this challenge, an Executive Office Ombudsman function has been created to provide a more formalized and accountable system of response and information dissemination.

3.3: What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

The DNR has identified its customers through a variety of means of interaction. License holders/vendors are the Agency's largest customer group. Through Point of Sale (POS), these customers are now part of a database that can be accessed by email communication. Additionally, the Agency has direct interaction with these customers through outreach events, courtesy law enforcement checks, response to phone inquiries, and web inquiries.

3.4: How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?

The DNR has identified those persons, organizations and governmental agencies that are either recipients or beneficiaries of work efforts or purchasers of products and services produced by the Agency. The DNR works to determine and fulfill internal and external customers' key requirements by asking questions, defining terms, and setting standards for continuous improvement. An example of this continuous improvement is the DNR's conversion of license sales to an on-line sales system – a conversion that streamlines the license sales process while decreasing expenditures. Currently, 65% of license sales agents for the Agency have been converted to on-line sales because of the benefits afforded this process. Such benefits for

customers include greater accessibility and convenience. Beyond accessibility and convenience though, the Agency will acquire the ability to capture and analyze information and forecast trends so that it can better respond to the ever growing and changing needs of its customer base regarding product and service mix. Because of the success of its on-line license sales, the Agency is also seeking to expand on-line processes to boating renewals in order to improve efficiency and customer service. The Agency works to continuously monitor key processes to ensure that customer needs are met.

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 information needed to improve services/programs and measure customer satisfaction and dissatisfaction. Improvements based on this information can be made through a number of processes that include, but are not limited to: administrative action, the Citizen Advisory Committee process referenced in 3.1-3.2, DNR Board action, and/or legislative action.

3.5: How do you use information and feedback from customer/stakeholders to keep services and programs relevant and provide for continuous improvement?

Through surveying done for most of the Agency's education and outreach programs, the DNR is able to update and enhance the programs provided to customers and stakeholders. Verbal and written feedback by license and boating customers has driven a number of forms and process changes to provide a quicker turnaround of services and licenses requested.

3.6: How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer and stakeholder groups.

Through the Agency's processes, programs, and services, the DNR has built positive relationships with customers and stakeholders. As a resource management agency that operates throughout the state, Agency 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 its culture, 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.

The DNR Accountability Report: FY 2007-08
Category 4 – Measurement, Analysis & Knowledge Management:

- 4.1: **How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?**
- 4.2: **How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?**

4.1-4.2: The DNR’s performance management system is a reflection of the Agency’s vision and mission and how programs operationalize the vision and mission to produce effective business results. The Agency utilizes key measures that relate to its primary mission including resource impacts, financial performance, customer service, and allocation of resources. The DNR meshes these key measures with the best scientific information available when it makes key management decisions. The category of collecting scientific information on natural resources managed by the DNR is directly linked to the Agency’s vision and mission. A variety of programs exist in the Agency where health, well-being, and sustainability of natural resources are measured to ensure proper management and protection. These programs include the State Climate Office, Hydrology, Aquatic Nuisance Species Control, Flood Mitigation, Environmental Review, Habitat Protection, the Southeastern Regional Climate Center, Endangered Species, Heritage Trust, Wildlife Management, Freshwater Fisheries, Marine Resources Office of Fisheries Management, Marine Resources Research Institute, and the S.C. Geological Survey.

Another category in which the Agency develops measures is 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 Agency also gauges its performance in the financial arena since it requires a sustainable financial base from year to year in order to meet its vision and mission. The level of state funding is an integral part of this category as the DNR currently secures 26.8% of its budget from state funds. The Agency also collects revenue from a variety of sources that provide 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 Agency. 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.

In conjunction with the new Strategic Plan “Vision for the Future” which was initiated during FY 2005-06, each of the Divisions has or is currently in the process of reassessing and updating their key performance measures, where appropriate. The goals and objectives of the Strategic Plan serve as the standardized outline for the implementation of the Agency’s action plans and initiatives. These action plans/initiatives link the DNR’s key measures back to specific goals.

4.3: What are your key measures, how do you review them, and how do you keep them current with organizational service needs and directions?

The Agency's key measures include the following:

- Economic impacts of hatchery production and expenditures;
- Participation in hunting and fishing;
- Wildlife watching, and wildlife related recreation when compared with other states;
- Revenue trends measured as watercraft titling and registration renewal methods;
- License sales comparisons with other states;
- Boater access;
- Marine species abundance surveys;
- Gamefish tagging;
- Charter vessel reporting trends;
- Commercial landing trends;
- Artificial reef activity;
- Law enforcement effort measures;
- Hunting accident/fatality trends compared to other states;
- Hunter safety student participation trends;
- Boater safety measurements and caseloads;
- Boater safety student trends compared with numbers of boats registered;
- Litter enforcement measures;
- Numbers of, and participation in, education classes and programs;
- USDA cost share funding trends,
- Scientific reports (presentations and publications);
- Geological Survey mapping trends;
- Nuisance aquatic plant coverage trends;
- Numbers of comprehensive environmental reviews;
- Numbers of flood insurance policies; and,
- GIS data access trends.

With this broad scope of measures, the Agency's Strategic Plan is in the process of being fully deployed. Once fully deployed, each Division and the Agency's Accountability Team will routinely review specific action plan timelines and results.

4.4: How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

The DNR uses comparative data and information 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, etc..., 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 Agency's mission to protect and conserve the resource. In the law enforcement arena, the DNR maintains a comprehensive intelligence system used to develop intelligence and comparisons on natural resource 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 is 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 and when compatible, the DNR will use comparative data and information from other agencies and/or states to support decisions. 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 Agency will, at times, use its own database to make comparisons from one time frame to another for use in the decision-making process.

4.5: How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?

In the aforementioned categories, effective use of performance measures to make decisions is based upon data quality, integrity, timeliness, accuracy, reliability, quality, security, and availability. The Agency ensures 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 deciding 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 DNR'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, and completeness. In the financial category, there are established standards that must be followed to maintain data quality and reliability. The DNR routinely has internal and external financial audits to see that the standards are met. By maintaining a well-managed financial system with a diversity of checks and balances, the Agency ensures such financial data is complete and available for use at the appropriate times for decision-makers. As a public agency serving a very broad customer base, the DNR must maintain a quality database to make decisions regarding these customers. Through the use of current information technologies and a highly skilled workforce, the Agency provides 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.

4.6: How do you translate organizational performance review findings into priorities for continuous improvement?

Findings from measures as noted in 4.3 are reviewed with key senior leaders on a regular basis, either at the monthly Deputy Directors' Meeting, Board Meeting, or more often as needed. Information obtained from these findings immediately feeds into the priorities for the Agency and results in appropriate action for improvement. Data collection obtained for grants and contracts is regularly reviewed in accordance with the regulatory requirement associated with the grant and/or contract. In many cases, data that extends beyond the grant's initial scope is needed in order to answer a scientific research question related to the grant. Such research is essential and critical to the continued functioning and maintenance of the DNR's mission as the principal advocates for and stewards of South Carolina's natural resources. The Agency is also subject to reviews and audits by various governmental entities related to fiscal accountability, human resources, permitting, and zoning regulations, etc. As a result, the Agency modifies processes, as necessary. Finally, the DNR listens to its customers and key stakeholders through public forums, through advisory committee meetings, through informal communication, and through website responses. Customer

and key stakeholder feedback is analyzed and acted upon, when appropriate. All such feedback is prioritized based on the directives of the Agency's Strategic Plan.

4.7: How do you collect, transfer, and maintain organizational and employee knowledge (your knowledge assets)? How do you identify and share best practices?

With the loss of personnel as a result of budget reductions and the anticipation of further losses of a significant portion of the Agency's leadership as a result of the TERI program, the Agency has become more acutely aware of the ongoing and accelerating loss of institutional knowledge. To mitigate this loss, the DNR in recent years instituted its W.I.L.D. leadership-training program to identify those individuals within the organization who possess the needed competencies or who have potential to possess the needed competencies. When identified, potential future leaders are encouraged to receive appropriate training in leadership skills and to serve on special committees that address high level management issues and provide exposure to Agency programs and management staff.

The Director has also instructed his Deputies to institute a succession program in each Division to insure a training process is in place for future key staff position changes. In response to this directive, each Division now has an Assistant Deputy Director.

In addition to personnel succession, the Information Technology Section of the Office of Support Services has been tasked with exploring and implementing technological programs that will facilitate the collection and accessing of existing published, printed, and electronically filed information for ready retrieval, and methods of capturing existing institutional knowledge that will be needed in the future.

The DNR's leadership also remains focused on standardizing methods to maintain and accumulate employee knowledge which entail identifying and sharing of best Agency practices.

Finally, beyond ensuring better communications, coordination of efforts, quicker response times, and avoiding unnecessary duplication of efforts, the Regional Hub Structure is the primary vehicle for the identifying and sharing of best practices cross-divisionally and across the regions of the state.

The DNR Accountability Report: FY 2007-08
Category 5 – Workforce Focus

5.1: How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture?

The DNR utilizes the Employee Performance Management System (EPMS) to organize and manage the work of the Agency. The universal review date was implemented two years ago, and requires that the majority of EPMS's be completed by September 2nd. This due date coincides with timeframes similar to the Accountability Report and the DNR Director's Performance Evaluation. Success criteria, objectives, and business results found in these documents correspond with the strategies outlined in the Agency's Strategic Plan. Guided by senior leaders, employees are prepared to respond to initiatives for the Agency. The DNR supports a team environment with senior leaders serving as role models. Improvement opportunities are addressed by multi-divisional committees who are empowered to make recommendations that are presented to the Deputy Directors and Director for consideration. The Director and Deputies communicate this approach to employees through Regional Hub meetings, Deputy Director Meetings, Division meetings, and informal channels of communication.

The Director holds regional staff meetings annually during each fiscal year to personally recognize and update employees on the Agency's initiatives, budget status, and priorities. As reported in last year's Accountability Report, committees comprised of employees from all Divisions and all levels were selected to develop strategies for achieving the listed goals. The senior leadership met and discussed the results of these committees. By regularly revising its Strategic Plan, the DNR continues to advance in strategic planning and forecasting to create a culture of accountability and progress.

5.2: How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations? Give examples.

The DNR utilizes ad hoc committees and meetings to share best practices. For instance, the Financial Office holds quarterly meetings with Business Managers and supervisors to discuss topics such as the procurement process, payroll processing, human resources information, submission of travel documents, etc. Attendees provide feedback regarding best practices. After a discussion, processes remain the same or are modified.

Knowledge and skill sharing occur informally through cross training and teamwork, and formally through reassignments and promotions. Recognition of an employee's skills and ability are communicated through the chain of command which may result in a voluntary reassignment of employees into jobs that maximize their skill sets. Promotions are competitive resulting in several employees expressing interest in the position announcement and participating in the interview process. Many vacancies are announced internally first, allowing Agency employees to compete for new job opportunities.

5.3: How does management recruit, hire, place and retain new employees? Describe any barriers that you may encounter.

The Agency recruits at job fairs and other employment venues, through NeoGov, professional journals, professional organizations, and by word of mouth. During FY 2007-08, the DNR processed 4,292 applications. While most existing vacancies were filled, all vacant positions funded by state appropriated dollars were held until funding was assured. The Agency recognizes that entry level salaries are not competitive with private industry. Because of this, the Agency is often unable to hire a candidate due to limited funding and low entry level wages.

In an effort to retain employees, the DNR has expanded its compensation policy to mirror State Human Resources Regulations. Two years ago, the Agency completed a comprehensive study of its administrative employees – the Administrative Salary Study - and working with the State Office of Human Resources, implemented pay actions based on the findings of the study.

Similar to the Administrative Salary Study, the Agency has also completed an internal salary study intended to address pay concerns of employees – including DNR biologists and technicians - not covered by the earlier study. This internal study revealed that the DNR pays its employees less than other SC State agencies and the Southeastern Average. Funding was requested for FY 2007-08, but due to the recent economic downturn and the uncertain economy, it was denied. As a result, retention of employees remains a concern for the Agency.

5.4: How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

Division Deputy Directors assess their workforce capability and capacity through the direct oversight and feedback they receive from managers, supervisors, and staff. Deputy Directors communicate their assessments to the Director, Chief of Staff, and Human Resources Director. Using organizational charts, a brief analysis on needed skills and abilities, and a review of available funding, workforce decisions are made. Staffing assessments occur on a regular - often weekly - basis as needs arise. Additionally, long-term planning is considered with each of these assessments.

5.5: How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

The EPMS document provides feedback to employees, from the rater, during the annual evaluation component of the system. In addition, many supervisors provide informal feedback to employees throughout the rating period. This approach to the evaluation has resulted in a greater understanding of the success criteria and expectations of the supervisor in determining an above meets rating.

The Director and seniors leaders support the completion and accurate evaluations of the EPMS as evidenced by a 5.63% Meets by Default rating submission in March 2008. The State's Meets by Default rating submission is 25.21%. The completion and timely submissions of Agency evaluations lets employees know that performance evaluations are valued. Raters are thoughtful in awarding an Exceeds or Substantially Exceeds rating to employees - with a Substantially Exceeds rating requiring additional justification. The DNR gave 2.17% less Substantially Exceeds ratings compared to State government as a whole. Furthermore, the timing of the EPMS documents contributes to the achievement of the Agency's action plans as mentioned in 5.1.

5.6: How does your development and learning system for leaders address the following: a) development of personal leadership attributes; b) development of organizational knowledge; c) ethical practices; and d) your core competencies, strategic challenges, and accomplishment of action plans?

As a result of the economic downturn in 2001 and again in 2008, the Agency has been unable to fill a key human resources position, training coordinator. Nevertheless, the DNR continues to search for ways in which to develop the various employee skills needed to meet the demands of a changing workplace. As an example of this, the DNR utilizes the training offered by the US Fish and Wildlife Service National Conservation Training Center (NCTC), the Budget and Control Board, and various professional organizations which provide leadership and core competency training. The Human Resources Director has updated two training modules - Progressive Discipline/Grievance and EPMS - for delivery to supervisors and managers. In addition, the Agency is in the process of purchasing computer software that will provide the Human Resources Office the capability of developing brief online training vignettes' for employees to view at their computers.

5.7: How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?

Technical competency training is coordinated by the individual Division. For example, the Law Enforcement Division provides extensive technical training to Conservation Officers through Wildlife Basic and annual training events. The Director, Chief of Staff, Deputy Directors, and Human Resources Director meet annually to discuss training needs. Attendance at training sessions or programs is coordinated by the Human Resources Office which also receives feedback from employees pertaining to their training needs. Ad hoc training programs are offered on a Just-in-Time (JIT) basis. The training sessions, including external training programs, are evaluated through a course evaluation form. The NCTC offers leadership programs through face-to-face and online delivery systems. Other types of training are provided by the Executive Institute, the Certified Public Manager program, and the Associate Public Manager program. Nevertheless, the Agency is currently piloting its online leadership training certification as a more efficient and cost effective means of training its employees.

5.8: How do you encourage on the job use of new knowledge and skills?

The leadership programs provided by NCTC and CPM have a project component, which requires on the job application. The Director and Division Deputy Director approve the project before work commences. Skills obtained throughout the program are applied to the project and then to the attendee's job duties. The DNR values training and advanced education. As a result, employees are highly motivated to bring new skills learned back to the work site for immediate application.

5.9: How does employee training contribute to the achievement of your action plans?

Several action items listed under Strategy 3 of the Agency's Strategic Plan address employee training. Action items for this Strategy were reviewed and approved during retreat sessions with the Director, Chief of Staff, Deputy Directors, and Human Resources Director. Without funding to hire a training coordinator, the Agency continues to find ways to provide training opportunities as prescribed in its Strategic Plan.

Business Managers meet quarterly for training in the areas of procurement, fiscal responsibilities, and human resources processing. These meetings have been well received and while originally established to provide training for staff, they have taken on a dual role of conveying information in order to improve processes (see 5.2). As mentioned in 5.6, the Agency is also in the process of purchasing software with the intent of creating training vignettes'. These vignettes' are consistent with action items from the Agency's Strategic Plan which seek the creation of web based policies. While web based policies was actually implemented several years ago, the Human Resources Offices believes that training vignettes will prove useful in employee's mastering the DNR's policies and directives.

5.10: How do you evaluate the effectiveness of your workforce and leader training and development systems?

The Agency's primary means of evaluating leadership training is through direct feedback. Employees are more likely to answer questions regarding the applicability of training programs when they talk with another person. Leadership program attendance evaluations are also treated in this way. For instance, the DNR is currently piloting an online leadership program offered by NCTC in order to provide alternatives to attendance for employees' busy schedules. Positive feedback has been obtained for this program. Similarly, positive feedback has been noted with the Executive Institute. Regardless of the program, the Agency believes that the learning that has occurred for participants outweighs the time away from their jobs.

The leadership training programs that the DNR currently supports have a project component as part of the curriculum. Projects are approved by the Director. Therefore, the application of projects is far reaching and can immediately impact the Agency. Feedback is obtained from the employee to ascertain his or her level of learning as he or she progresses through the program and onto the project.

5.11: How do you motivate your workforce to develop and utilize their full potential?

Employees are provided a motivational environment that allows them to develop and utilize their full potential through training opportunities, support for educational degrees, and commitment by the Director to have a well-qualified workforce. Through the vacancy announcement processes, employees are able to apply for promotional opportunities. Additionally, the evaluation system incorporates a development segment that allows communication between employee and supervisor concerning career goals and developmental objectives. All supervisors have been trained on the EPMS system by the Human Resources Office. The Human Resources Director has also developed an EPMS refresher program for supervisors and managers.

5.12: What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?

Historically, the DNR has experienced very low turnover rates indicating that employees have been satisfied with the Agency. However, budget cuts in FY 2000-01 and again during FY 2007-08 have dramatically impacted morale and increased retention concerns. Staff discovered in FY 2000-01 that other employment opportunities offered higher salaries for similar work. With the removal of job security and the feeling of being overworked and underpaid, the sense of loyalty to the Agency declined. The DNR continues to struggle with competitive salaries for the amount and type of work performed.

Staff well being, satisfaction, and motivation are assessed through regional meetings, personal one-on-one visits by the senior staff, open door practices, and turnover data. In an effort to revitalize morale with no available funds (which could be used to provide pay increases or hire needed employees), the Agency has developed its Strategic Plan to recognize extensive experience, dedication, and longevity. As an example, shortly after the creation of this Plan, a survey of such items was conducted and reported on during that year's Accountability Report. Unfortunately, the turnover rate remained high, the complaints regarding low pay continued, and employees continued to struggle between their dedication to the Agency and the needs of their families. While the vast majority of employees are very dedicated to the DNR and its mission, maintaining a high level of morale is difficult when these employees are also attracted to higher wages, better benefits, and comparable work in the private sector or federal government.

The Agency's funding remains inadequate when attempting to provide attractive and competitive salaries with the aforementioned competition. Without equitable and competitive salaries, the turnover rate is sure to increase and the low entry-level salaries will continue to limit the applicant pool. The combination of high turnover and a limited applicant pool will ultimately limit the effectiveness of the DNR's mission.

This information received during interaction with employees and during a review of turnover data (see Category 7), led to the completion of the Administrative Salary Study, an equity adjustment for the Natural Resources Technician II classification, an expansion of the compensation policy, and the completion of an Agency-wide salary study. The findings from turnover data and the Agency-wide salary study resulted in the DNR's budget request for additional recruitment and retention funding. However, as has been noted, due to the economic downturn, the funds were not provided.

5.13: How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

Two of the Agency's Divisions have effective career progression strategies. The DNR has a goal of creating career paths for other professions during FY 2008-09; however, career paths will not be implemented unless the funding is available to support the path. In addition to career progression strategies, the Agency internally advertises many of its positions first to its employees in order to provide greater promotional opportunities.

The Deputy Director for Outreach and Support Services, the Chief of Staff, and the Human Resources Director recently attended a succession planning workshop provided by NCTC in which several other states were represented. The Agency is already using some of the strategies that resonated throughout the workshop and will assess their effectiveness in the upcoming year.

5.14: How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)

The DNR's Safety Committee was created to assist with safety regulation compliance. To date, the Committee has achieved this compliance through an increased awareness of safety issues, enhanced training of supervisors and employees, and periodic safety checks. To formalize these activities, the Safety Committee has also developed a written Safety Plan for the Agency. While this Plan has been provided to Deputy Directors for comment, budget restrictions and limited personnel have delayed final implementation. The DNR has a goal of implementing this Plan during FY 2008-09.

The Agency also 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 and first aid training are offered to the DNR's employees intermittently. The purchasing of software that can be used to create training vignettes' is expected to provide basic safety training topics while budget restraints continue.

The DNR Accountability Report: FY 2007-08
Category 6 – Process Management

6.1: How do you determine, and what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?

The Agency bases its core competencies on its Strategic Plan. These core competencies and how they relate to the DNR's mission are as follows:

- Teamwork – The Agency will accomplish its mission and achieve its vision through goal-focused, cooperative efforts that rely on effective internal and external communication and partnering;
- Integrity – The Agency will lead by example, ensuring that its standards are high, and its actions are fair, accountable and above reproach;
- Dedication – The Agency will maintain a steadfast commitment to the state's natural resources and its mission;
- Excellence – The Agency will always do its best, and continuously strive to improve its processes, activities, policies, operations and products; and,
- Service – The Agency will provide quality service that meets the needs and exceeds the expectations of the public and its employees.

Two examples of integrating the Agency's core competencies and strategies from this Plan are: the DNR's marketing plan and its education programs. Monthly updates are provided to Agency management to chart the progress of its marketing program. An extensive review of Agency education programs began in August 2008 to align the education programs with core competencies and strategies. This review is expected to be completed by August 2009.

6.2: How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure that these processes are used?

The DNR has developed a network of key processes for its products and services to provide effective management of work. The primary processes are based upon the DNR's mission and major strategic goal of enhancing the effectiveness of the Agency in addressing natural resource issues. A wide variety of program delivery processes are related to this goal. The key programs for this goal 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;
- The Agency's Wildlife Management Area (WMA) Program (comprising over 1.1 million acres);
- Marine Resources Research Institute;
- Wildlife and freshwater fisheries research;

- Hydrology, State Climate Office;
- State Geological Survey;
- Waddell Mariculture Center;
- Yawkey Wildlife Center, and; and,
- The Southeastern Regional Climate Center.

All Divisions have delivery processes through programs for education and public involvement. Major products and services in this area include natural resources planning and public attitudinal surveys, the DNR's website (which 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, the DNR News Program, SC Reel Kids, and Hooked on Fishing Not on Drugs.

Landscape conservation is also a critical component of this strategic goal. Key programmatic design and delivery processes include the Agency's habitat acquisition program, Heritage Trust Program, Scenic Rivers Program, environmental planning, environmental coordination and permitting, conservation districts, drought management, and water resources planning.

These programmatic delivery processes are fundamental to the Agency's mission and are incorporated into the Strategic Plan and the Divisional Operational Plans. Through regular monitoring of required measurements, use of these processes will be realized in the Division Operational Plans. Progress is assessed on a regular basis through monthly staff meetings and EPMS reviews.

6.3: How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

Monthly meetings of the Deputy Directors, Divisions, and Division Section Chiefs facilitate open discussion of program operations and encourage sharing of knowledge and technology applications across process management platforms. Staff is routinely encouraged to assess and contain the cost of operations. Attendance at regional and national conferences expose staff to new, innovative methods of implementing programs that result in more effective and/or efficient processes. 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 adjust to changing customer requirements.

6.4: How does your day-to-day operation of these processes ensure meeting key performance requirements?

All Agency activities function, or will function, in concert with the Divisional Operational Plans which are aligned with the DNR's Strategic Plan. This will ensure that all processes are meeting key Agency objectives. Through this approach, Divisions will be able to identify performance measurements important to assessing the success of Division tasks. Annual assessments of these determined measurements help managers understand if processes are meeting performance criteria.

6.5: How do you systematically evaluate and improve your key product and service related work processes?

As noted, the Agency's Divisions have developed Divisional Operational Plans that include measurements for all product and service related work processes that can be monitored and

assessed. The evaluation and improvement component of these Plans occurs at least annually with adjustments to Divisional processes as needed.

6.6: What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?

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:

- Planning, surveys and performance measures;
- Legal;
- Human resources;
- Legislative affairs;
- Environmental permits/coordination;
- Data processing and information technology;
- Supply and equipment;
- Finance and accounting;
- Procurement;
- Licenses and fees collection;
- Boat titling and registration;
- Graphics, duplicating and mail services;
- News media and public relations;
- Audio/video productions; and,
- 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. Support challenges are discussed and corrective actions identified during the meetings. Improvements are monitored and reviewed at subsequent meetings. Regular discussions between staff help ensure smooth operations, mutual support, and rapid conflict resolution when needed.

The DNR recognizes that information technology is ever changing and that it is vitally important to keep pace with customers' demands for the latest in business technology. The Agency - having recognized the need to further simplify the process of working with its business community and constituents - recently initiated a major systems conversion project to migrate its boat registration and hunting/fishing licensing programs to a web-based Oracle solution. When completed, this will allow customers to purchase licenses on-line as well as, renew existing boat registrations. Staffs continue to refine and convert the web-based violations query and retrieval system, the Agency invoicing system, deer tag data, license scanning system, and Hunter-Boater Education program data, from Microsoft Access to Oracle. Each of these systems consolidates numerous client databases into a comprehensive database management system that provides more efficient access to data.

The DNR Accountability Report: FY 2007-08

Category 7 – Business Results

- 7.1: What are your performance levels and trends for your key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?
- 7.2: What are your performance levels and trends for your key measures on customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization's products or services)? How do your results compare to those of comparable organizations?
- 7.3: What are your performance levels for your key measure on financial performance, including measures of cost containment, as appropriate?
- 7.4: What are your performance levels and trends for your key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?
- 7.5: What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?
- 7.6: What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

7.1-7.6: The DNR has developed the following business results based upon major programs in the Agency that are related to the 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. As stated throughout this report, each Division has or is in the process of reassessing and updating their key performance measures in order to determine meaningful performance and improvement measures for the Agency so that they can be tracked and evaluated through time. Based on this, the agency must, in some cases, supplement quantitative measures with a discussion of qualitative measures.

The core mission of the DNR's Wildlife and Freshwater Fisheries (WFF) 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.

Program: Wildlife and Freshwater Fisheries

Division: Wildlife & Freshwater Fisheries

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 \$2.5 billion.

The monitoring and quantifying of fish and wildlife populations is difficult and expensive to perform, and explaining the cause affecting these populations are often very uncertain due to the extensive number of variables that can change numbers and conditions. Accordingly, presenting biological data as a means of demonstrating progress can be misleading. The WFF Division finds useful information and tracks progress and success through the understanding of public opinions, attitudes and behaviors relative to program activities and functions. The collection of these types of data is performed at appropriate intervals via sources that include, but are not limited to: (1) National Survey of Fishing, Hunting, and Wildlife-Associated Recreation (collected every 5 years by the US Fish and Wildlife Service); (2) human dimensions surveys of licensed anglers and hunters, youth, and the state's general population taken at five-year intervals (contracted to a professional, reputable, and experienced company with subject related standards); (3) field activity studies of hunters and anglers specific to an area, subject, or activity (i.e.: creel survey, waterfowl hunter survey, deer hunter survey, etc.); and, (4) assessment of the economic value of specific activities or species groups (i.e.: economic modeling of the total impact angling has on the state's economy and species value).

Annually, 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 Agency's freshwater hatcheries averaged approximately \$1.5 million from 1996 to 2001. (See Figure 7.1) The economic impact of striped bass and trout fishing alone, when compared against the cost of the entire fish hatchery program, yielded a cost benefit ratio of 62 to 1 to South Carolina's citizens.

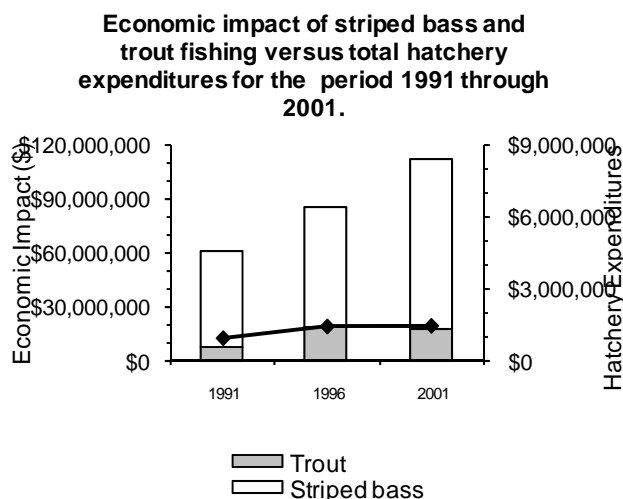
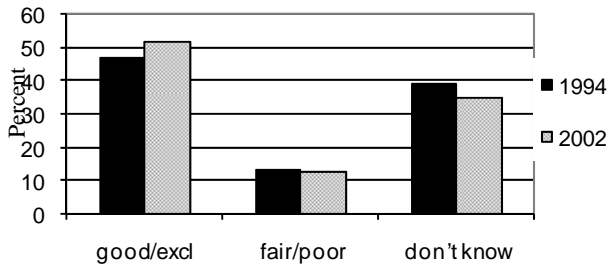


Figure 7.1)

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 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 DNR.

SC residents rating of SCDNR's performance managing the State's fisheries.

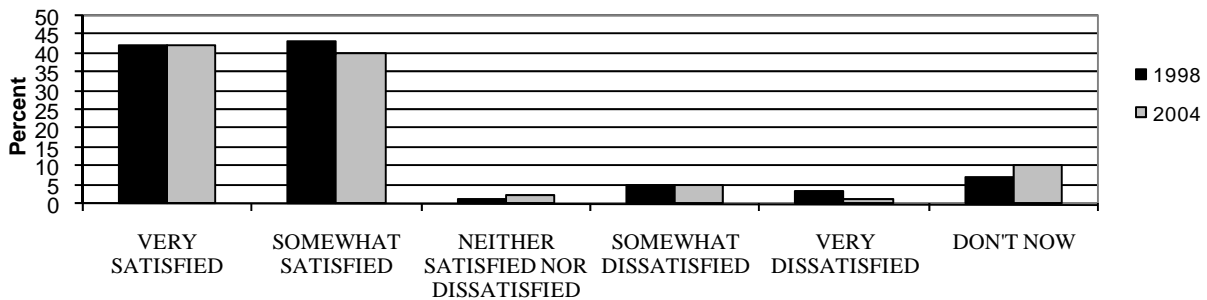


(Figure 7.2)

Survey results of the residents of South Carolina from 1994 and 2002 indicate that the percentage of the population who feel the Agency does a good or excellent job managing the state's fisheries increased over the period from 47% in 1994 to 52% in 2002. (See Figure 7.2) Over the same period, the percentage of residents who indicated they did not know how the DNR performed decreased from 39% in 1994 to 35% in 2004. Over the eight year period from 1994 to 2002, South Carolina residents have become more aware of the Agency's performance in managing the state's fishery resources and in their opinion the DNR's performance has improved.

In a 2004 survey of fishing license holders, active anglers were told that the Agency was responsible for the protection, conservation, and enhancement of the state's fisheries resources while providing recreational fishing opportunities. Active anglers were then asked if these responsibilities were appropriate and if they were satisfied with the DNR's performance in meeting their responsibility. (See Figure 7.3) Eighty-nine percent (89%) of active anglers thought the responsibilities were appropriate while only 1% did not agree. Eighty-two percent (82%) of active anglers were satisfied with the performance of the DNR at meeting its responsibilities to manage the state's fisheries. Only 6% of licensed anglers were dissatisfied.

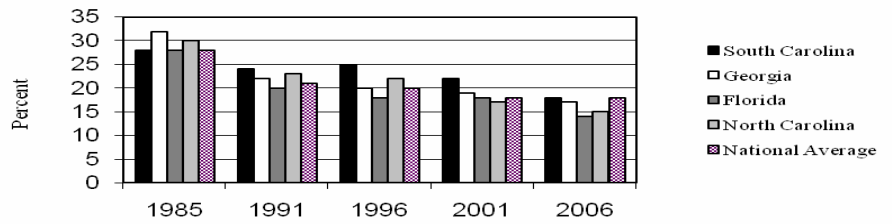
Licensed angler's satisfaction with SCDNR's management of the state's fishery resources.



(Figure 7.3)

While participation in hunting and fishing has declined nationally since 1985, the decline in South Carolina has been slower than in neighboring states and the nation. (See Figure 7.4) For instance, the state trailed its neighbors and the national average in the percentage of its population participating in hunting and fishing in 1985.

Participation in fishing or hunting for SC, GA, FL, NC and the national average from 1985-2006. Expressed as a percentage of the population 16 and older.

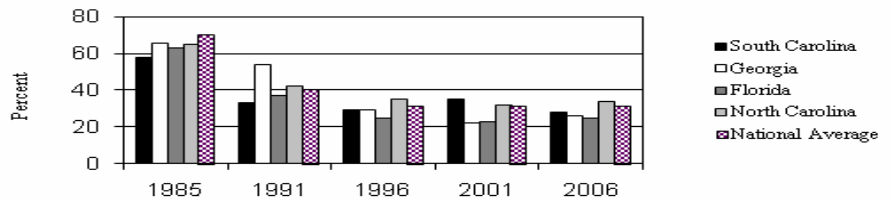


(Figure 7.4)

However, from 1991 through 2006, a larger percentage of South Carolina’s residents had hunted and fished when compared to residents of Georgia, Florida and North Carolina. South Carolina’s participation rate, in 2006, dropped to the national average after having been higher than the national average since 1991.

Participation in wildlife watchings declined in South Carolina between 2001 and 2006. During this same period, participation increased in Georgia, Florida and North Carolina. The national rate of participation remained steady at 31%. (See Figure 7.5)

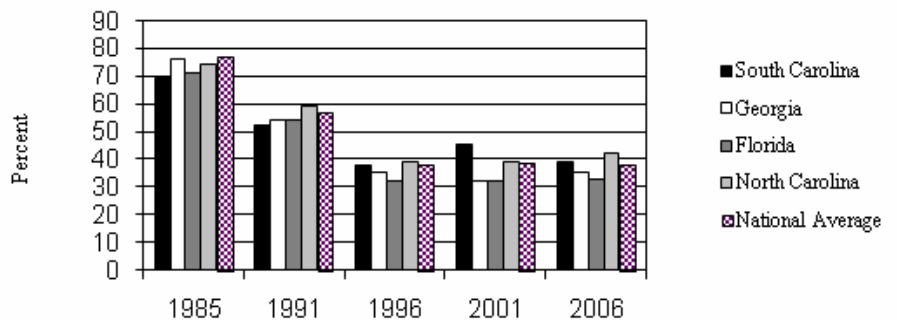
Participation in wildlife watching for SC, GA, FL, NC and the national average for the period 1985-2006. Expressed as a percentage of the population 16 and older.



(Figure 7.5)

Wildlife related recreation in South Carolina declined between 2001 and 2006 but remained higher than the national average. The rate of participation in South Carolina’s neighboring states showed slight increases during this period. (See Figure 7.6)

Participation in wildlife related recreation for SC, GA, FL, NC and the national average for the period 1985-2006. Expressed as a percentage of the population 16 and older.



(Figure 7.6)

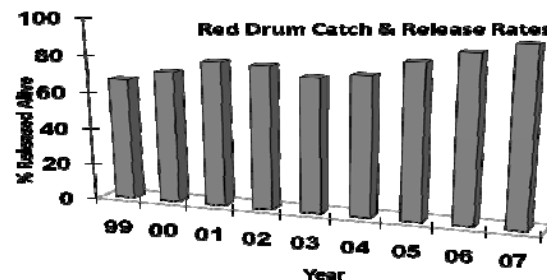
The Marine Resources Division (MRD) is the chief advocate for, and steward of, the state's marine resources. The Division's goals include: (1) achieving a greater understanding of the state's marine resources; (2) proactively managing the state's marine resources and habitats for sustainable use while enhancing the status and quality of those resources; (3) promoting a greater understanding and appreciation of the state's marine resources; and, (4) enhancing access to the state's marine resources.

Program: Marine Resources
Division: Marine Resources

Marine recreational fishermen represent a large and significant portion of the DNR 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) to understand the long- and short-term status and trends of SC marine resources; (2) to protect, conserve, and enhance fishing opportunities and access for SC citizens and guests; and, (3) to provide outreach and education to constituents on coastal natural resource conservation priorities.

In order to meet these needs the Marine Resources Division utilizes staff and funding opportunities from a wide variety of sources. The MRD is a regional leader in marine resource management generating \$4.10 dollars in federal grants and contracts for every state appropriated dollar.

The South Carolina Marine Gamefish Tagging Program is an angler-based project that utilizes recreational anglers for deploying external tags in marine game fish. In addition to providing fisheries managers with valuable information on fish stocks, the Program also has an important outreach component which seeks to promote catch/tag and release, and overall resource conservation. In the past year, 220 certified fish taggers tagged 2,797 fish considered as priority species. With the help of recreational fishermen, 301 tagged fish were reported recaptured, with over 60% of those recaptures being red drum. As a result of these efforts, SC fishermen have been releasing alive, 94% of the red drum, the most popular recreational finfish, promoting angling ethics, and conserving this gamefish for future generations. (See Figure 7.7) Although release rates of red drum have increased over recent years, fishery independent monitoring conducted by the MRD provides some evidence that the estuarine population of sub-adults may decrease over the next few years due to natural variability in year classes entering the fishery. This may be offset, in part, by the red drum stocking program which used saltwater fishing license and other funds, to add 2,000, 15-inch long juveniles; 2.5 million, 2-inch fingerlings; and 61 million genetically marked 2-3 day-old larvae at multiple sites throughout South Carolina's estuaries in FY 2006-07. In addition to red drum, striped bass and cobia were produced and stocked in South Carolina waters in 2007. Nearly 100,000 genetically marked 1.5-2 inch striped bass were released in the Ashley River in the spring and over 11,000, 7-8 inch stripers were released in the fall. Over 53,000, 3-5 inch cobia fingerlings were genetically marked and released in Port Royal Sound in the summer of 2007, while over 400, 10 inch cobia juveniles were released in the fall.



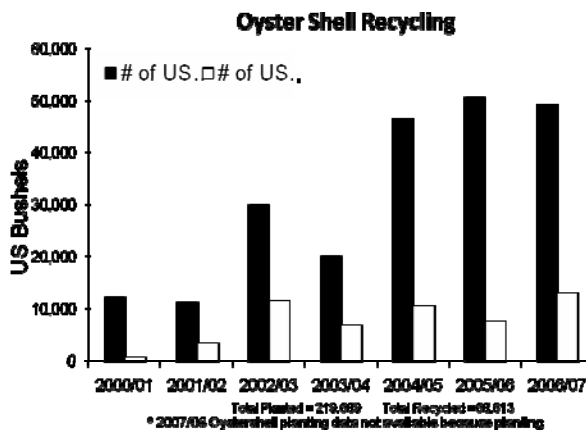
(Figure 7.7)

During FY 2007-08, there were 103,991 resident (up 3.2%) and 30,862 (up 7.0%) nonresident saltwater recreational fishing licenses sold to shell fishers and boat anglers. Boat anglers represent a large portion of the DNR customer base. This customer base is extremely important, not only because of its size and continued growth, but also because it helps support a number of recreationally oriented programs through the revenue created by licenses sales. Shore-based anglers are another important component of the DNR customer base. Not enough is known about this group due in part to the lack of a shore-based marine recreational fishing license. This does not allow the Agency to fully assess fishing effort and mortality and impedes data collection for surveys used in management decisions.

Two programs that are excellent examples of how the MRD fulfills its obligation to these SC saltwater fishing license holders by increasing and improving saltwater fishing opportunities are: (1) the Oyster Shell Recycling Program, and the (2) Marine Artificial Reef Program.

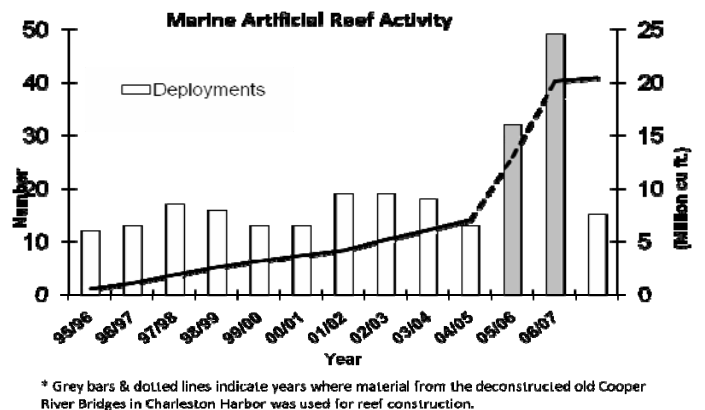
Oyster shell recycling saves taxpayer dollars by recovering discarded shells from oyster roasts that are then returned to the marine environment by the DNR. Shells attract larval oysters that grow into new oyster reefs and serve as finfish habitat, as well as ecosystem engineers, filtering water and removing nitrogen. In addition to planting and recycling shell, the Program also monitors oyster recruitment to

planted reefs to assure effectiveness and accountability and has involved the public - in the award-winning SCORE program - to help build a number of these reefs. FY 2007-08 was a very productive year for the program with a record number of 15,300 US bushels of shell recycled. During the spring and summer months, 49,142 bushels of shell were planted in Georgetown, Charleston, Colleton, and Beaufort counties using the Agency's push boat and barge, and commercial contractors. Innovative research efforts are also evaluating alternative materials for oyster reef substrates. (See Figure 7.8)



(Figure 7.8)

The Marine Artificial Reef program was established in 1975 and the 49 permitted artificial reef sites currently have a total economic impact exceeding \$83 million dollars and generate approximately 1,000 jobs. A survey of SC saltwater recreational license holders in 2006 found that 32% of active saltwater anglers fish on the state's permitted reef sites. Recycling of waste materials into offshore habitat is an example of improved economic benefit from environmental conservation. Over the past thirteen years, 256 deployments have expanded the amount of fishable bottom on these sites by 20,376,700 cu. ft. (See Figure 7.9) There was a decrease in the number of deployments and bottom coverage in FY 2007-08 when compared with recent years due in part to the completion of the deployments in FY 2006-07 from the deconstruction of the old Cooper River Bridges in Charleston Harbor. A decrease was also seen in the amount of habitat created in FY 2007-08 due to the lack of availability of larger items to deploy.



(Figure 7.9)

Two of the largest scheduled deployments were canceled because the owners decided to scrap the material instead of hauling it offshore due in large part to the increased cost of fuel which has made it difficult to find towing companies willing to go very far offshore.

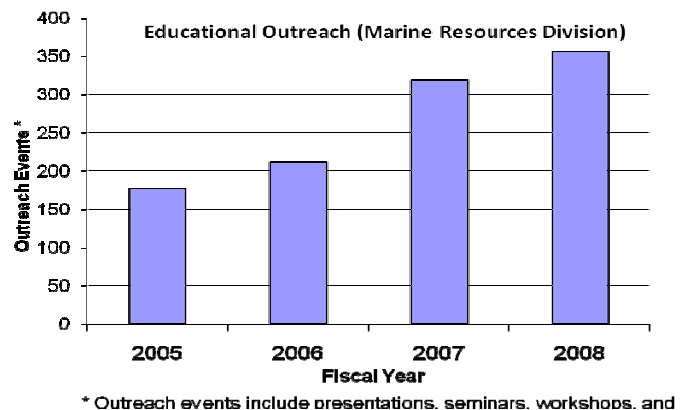
The SC seafood industry is an important component of the state’s coastal economy and heritage. It also plays an important role in the lives of 1,500-2,000 commercial fishermen and wholesale and retail seafood dealers, another significant component of the MRD customer base. It also provides a foundation for the state’s growing coastal tourism industry. During calendar year 2007, the total weight of wild saltwater stocks landed in this state was 10,652,157 lbs. with an ex-vessel value of \$17,108,171. The customer focus in this case can be broadly summarized as the desire to ensure sustainable, economically viable marine fisheries. Significant components of the SC seafood harvest are shrimp and blue crabs. During FY 2007-08, 434 commercial shrimp trawl licenses were sold, an increase of 5 (1.2%) from the previous year but a decrease of 121 (22%) over the past 5 years. Rising fuel costs and declining shrimp prices have created an economic hardship for commercial shrimpers causing reduced fishing effort among the fleet. The commercial shrimp season typically opens in spring and closes sometime after New Years Day depending mainly on environmental factors. Landings are comprised largely of two species, white and brown shrimp. In addition, the fall 60-day recreational baiting fishery of shrimp was comprised of 9,488 licensed fishermen in fall 2007. After early rapid expansion, the baiting fishery has stabilized in recent years although the fishery continues to account for a substantial annual harvest.

The commercial blue crab fishery had 351 licenses (eight nonresident) in FY2007-08, representing an increase of 31 (9.7%). This fishery operates year round, and fishermen are not limited in the number of traps they may license. The MRD utilizes not only licensing and permitting requirements, but also good science and management to help sustain the shrimp and blue crab fisheries.

Monitoring the public’s understanding and perceptions about marine resources is an important aspect of the MRD’s activities related to resource management. A scientifically conducted public opinion survey of licensed recreational anglers in 2006 found that 90% of active licensed anglers were very or somewhat satisfied with saltwater fishing in the state. A majority of these anglers (55%) believe the quality of saltwater fishing has improved or remained the same over the previous five-year period (22% had no opinion). The survey also found that 82% of anglers are satisfied with current fishing regulations, and of those who participated in oyster harvesting, 74% rated the health and quality of the oysters as excellent or good. When asked if they were satisfied with the MRD as a government agency, 81% of residents responded that they were either very satisfied or somewhat satisfied (11% did not know).

Education and outreach efforts are also an important component of the Division. In FY 2007-08, the Division conducted an Open House where over 1,500 people toured facilities and examined 43 educational exhibits showcasing the research, management, and outreach done by the Marine Division. The Division has also actively participated in the South Carolina Marine Educators’ Association, judged local science fairs, and hosted career shadowing for students.

The recorded outreach efforts by the MRD have increased over the past four years, although it is important to note some of this increase may be due to a more focused monitoring effort. (See Figure 7.10)



(Figure 7.10)

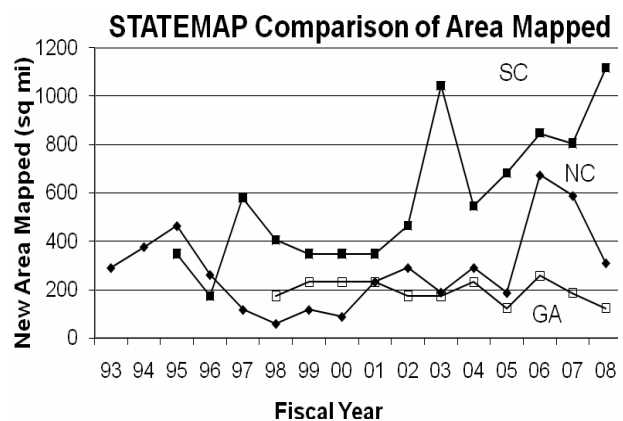
The mission of the Land, Water and Conservation (LWC) Division is to understand and protect the state's land and water resources through scientific study and analysis, planning, management, conservation, and education activities.

Program: Geological Survey

Division: Land, Water & Conservation

The Geological Survey continues to be the sole source provider of geologic map information to the public within the state. Geologic mapping represents original research and digitization of geologic information and are core competencies and long-term baseline measures in the operational plan. Stakeholders and the STATEMAP Advisory Committee collaborate to define critical socio-economic needs for new geologic information. Land-use planning and protection of the environment are determining factors in the establishment of priorities. Development of geologic map information in those areas is proactive and will help to mitigate the impact of geologic hazards, man's impact on the environment, or subsequent cost of clean-up. During FY 2007-08, priority was given to the Mountain Bridge, Aiken, Lake Marion, and Ridgeland areas. Approximately 740 square miles were mapped. Cycle time for introduction of new map products was maintained at 21 months (planning to completion) and continues to be controlled by external funding, e.g. STATEMAP (U.S. Department of Interior, Geological Survey).

Digitization adds value and increases usability of the map information. During FY 2007-08, 62 map products were either digitized or revised. This baseline is defined by customer satisfaction, preference, referral, and acquisition. At the beginning of FY 2007-08, digital products covered 19.8% (112 of the 566 quadrangles) of the state. The addition of 18 new products increased digital map coverage to 23%, with over 50% of the total mapped quadrangles in digital format. In comparison, North Carolina presently has 8% digital map coverage, while Georgia has only 3.5%. (See Figure 7.11)



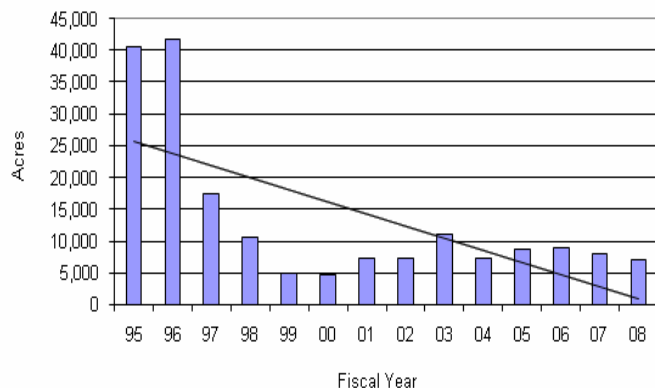
(Figure 7.11)

Program: Aquatic Plant Management

Division: Land, Water & Conservation

The purpose of the South Carolina Aquatic Plant Management Program (Section 49-6-10) 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) and funding is cost-shared between available federal, state, and local (public and private) sources. During FY 2007-08, aquatic plant management operations were conducted on 34 water bodies at a cost of \$773,263 using local, State Water Recreation Resource funds, and U.S. Army Corps of Engineers funds. Corps funding was obtained to control phragmites in spoil areas along the Intracoastal Waterway from Georgetown to Charleston and also spoil sites in Charleston Harbor. Field operation expenditures increased by 7% primarily due to cost of living increases to the state contractor and increased work on the Santee Cooper Lakes. The ultimate success of the Program is measured by the presence of aquatic nuisance plants in the

Nuisance Aquatic Plant Coverage in Public Waters



(Figure 7.12)

state’s public waters. During the past year, the total area infested with nuisance aquatic vegetation was 7,002 acres. This represents a 12% decrease in coverage from FY 2005-06. It also represents an 83% decrease from peak coverage in FY 1995-96. To enhance public trust in the Agency, all data pertaining to management activities is in useable GIS format and is readily available through internet access of the website. (See Figure 7.12)

The Aquatic Plant Management Plan guides the Aquatic Nuisance Species Program in addressing issues that involve invasive or problematic aquatic species. Originally, the 2007 Aquatic Plant Management Plan outlined 4,316 acres of control work scheduled for 27 public water bodies and 8 state parks. Based on input from Agency managers, and regional and county planners, the focus in 2008 remained on phragmites control in coastal South Carolina. To improve efficacy of general operations, phragmites work was coordinated with the DNR’s Wildlife and Freshwater Fisheries Division, the US Fish and Wildlife Service, and several county entities to include several of the Agency’s DNR Wildlife Management Areas and National Wildlife Refuges including Donnelley/Bear Island WMA, ACE Basin Refuge, Santee Coastal Reserve, Yawkey Wildlife Center, Santee Delta WMA, Samworth WMA, and locally impacted sites. This effort provided increased habitat opportunities for waterfowl and reclaimed other important areas. Approximately 1,738 acres were treated at a cost of \$324,574, which represents a 16% decrease in acreage from 2005’s high of 2,083 acres, and a decrease of 6% from the planned acreage of 1,850 acres in 2007. Funding was secured for additional phragmites control work in the Intracoastal Waterway from Georgetown to Charleston and also in Charleston Harbor (577 acres). The phragmites invasion of coastal South Carolina has been slowed; however, additional work will be necessary in future years. Maintenance stocking of grass carp was suspended for this year on the Santee Cooper Lakes due to the historically low water levels. Goose Creek (85 fish) was stocked.

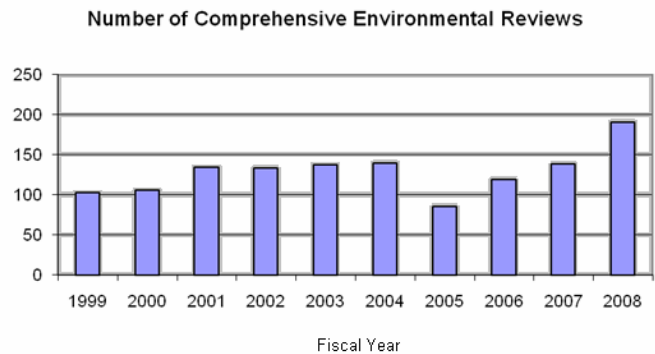
In all, a total of \$773,263 was spent on 4,208 acres to control invasive plants. Local sponsors provided 34% of the cost, while funds from the state’s Water Recreational Resource Fund (boat gas tax) paid for 46% of all control costs. USCOE funding was only available for phragmites control on spoil areas and accounted for 8% of total expenditures, while the US Naval weapons station contributed 13%. Native, beneficial vegetation increased on the Santee Cooper Lakes (up to 11% coverage before the historic low lake levels). Grass carp continued to provide effective control of hydrilla on the Santee Cooper Lakes and provided excellent control on Lake Murray.

Program: Environmental Review
Division: Land, Water & Conservation

The Environmental Review Program coordinates the Agency-wide review of environmental permits and other environmental actions affecting natural resources in the 38 inland counties of the state. Primary program objectives 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 the DNR's 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 the period 1999 - 2008, 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/or a G.I.S. evaluation are performed) has increased steadily since 2005. (See Figure 7.13)



(Figure 7.13)

Program: Flood Mitigation
Division: Land, Water & Conservation

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

During FY 2007-08, Program staff trained over 200 community officials and professionals, provided technical assistance to over 3,000 citizens, and delivered information with over 2,000 website visits. The Program undertook its second year of the Flood Map Modernization Initiative that will provide more accurate GIS-based Flood Insurance Maps. To date, FEMA has awarded the DNR approximately \$23 million to support the effort. Program staff assumed a new, cooperative agreement program with FEMA to support the Map Modernization effort. The new phase of map modernization, known as "Risk Map" (Phase I), which has been funded since 2003, ends in 2010. The program is one of the few in the nation that qualified for initial year "Risk Map" funding for the City of Greenville. "Risk Map" is the map maintenance phase of map modernization. One measure of Program effectiveness is community participation in the National Flood Insurance Program (NFIP). Two hundred and nine communities now participate in NFIP, with South Carolina ranking sixth in the nation for flood insurance policies in effect. The number of policies in FY 2007-08 exceeded 220,808, and has steadily increased over the past 20 years, with 18% growth this past year. During FY 2007-08, FEMA added two new grant programs: Severe Repetitive Loss and the Repetitive Flood Claims Programs. Funding will be sought to implement these new programs.

Program: Hydrology
Division: Land, Water & Conservation

During FY 2007-08, the Hydrology Section advised the Governor's Savannah River Committee on saltwater intrusion, drought management strategies, and surface-water allocation issues for the Savannah River Basin. The DNR's Hydrologists also advised representatives from the Attorney General's Office

on hydrologic issues associated with South Carolina's lawsuit against North Carolina to prevent some transfers of water out of the Catawba River Basin. Staff reviewed and suggested improvements to proposed legislation concerning permitting of surface-water withdrawals and statewide water planning.

Staff continued to work with South Carolina Electric & Gas on the Federal Energy Regulatory Commission's (FERC) relicensing application for the operation of the Saluda Dam hydropower facility at Lake Murray. Specifically, staff reviewed and assisted with an In Flow Increment Measures (IFIM) study of the lower Saluda River and the development of a hydraulic/hydrologic model for water allocation. Staff also reviewed Duke Energy's Broad River Water Supply Study and sections of the Lee Nuclear Station Environmental Report with respect to the impact of proposed new nuclear power plants on water availability in the Broad River. Staff worked with DHEC and the USGS-Georgia District to develop and refine a saltwater-transport model to evaluate saltwater intrusion in the Upper Floridian aquifer and to assess the impact of ground-water pumping in the Savannah and Hilton Head areas on the movement of saltwater into that aquifer. As part of that study, a report was prepared describing historical chloride levels in wells throughout Beaufort County.

During the past fiscal year, ground-water levels were monitored in 107 wells; surface water flow at 100 gauging stations; saltwater intrusion in two wells at Edisto Island; and, pond levels at one Carolina bay. Fifty-three well records were added to the Piedmont well database; 159 well-site recommendations were made in the Piedmont; and, 21 springs were added to the statewide spring's database. One technical report was published, and two scientific reports were presented at hydrologic conferences. Twenty-nine presentations were made to water professionals and the general public regarding the state's water resources. Staff responded to 884 requests for technical assistance during the year. Seven new Coastal Plain observation wells were drilled on Agency-owned property in Jasper, Sumter, and Chesterfield Counties. The geophysical logging equipment was installed in a new van and the logging program is once again functional. Potentiometric maps showing water-levels in the three main Coastal Plain aquifers were also prepared.

Program: State Climate Office

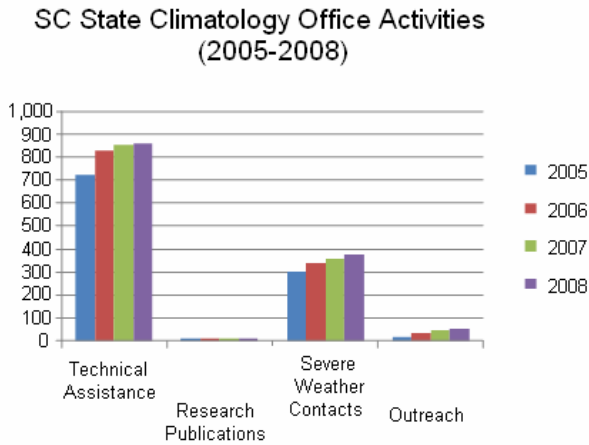
Division: Land, Water & Conservation

During FY 2007-08, the State Climate Office (SCO) fulfilled the Office's mission through outreach, research, publication dissemination, and technical and severe weather assistance provided to state agencies and the citizens of SC (Sections 49-25-10 et seq., Code of Laws of South Carolina, 1976, as amended). The SCO administers the *South Carolina Drought Response Act*, which requires the Office to coordinate and execute a statewide drought response program. During the 2007-2008 drought, the SC Drought Response Committee convened 4 times to review drought conditions and issue declarations. Six hundred water systems were surveyed to identify their water conservation efforts during this severe drought. The 2007 through 2008 drought efforts also included implementation of the Regional Drought Monitor Application. As a member of the State's Emergency Response Team, SCO staff participated in quarterly hurricane task force meetings and training. Office staff issued 16 weather outlooks, 14 fire weather outlooks, 12 severe thunderstorm/tornado advisories, 9 tropical cyclone advisories, 29 weekly tropical updates, and 4 cold weather advisories.

The SCO completed an analysis of the spatial and temporal temperature and precipitation trends for 65 stations in South Carolina, North Carolina, and Georgia for the period 1901-2005. The Office is a cooperating institution in the Carolinas Integrated Sciences and Assessments (CISA) project, which integrates climate science and water management in North and South Carolina.

The SCO provided 57 presentations to various organizations during FY 2007-08. The Office also operated a Weather Alert notification network providing severe weather notification and tropical advisories for 376 subscribers. The subscribers were federal, state, and county agencies, municipalities, and school districts. During 2007, the SCO logged 589 phone and email requests for climate data and averaged 12,500 monthly information retrievals from the SCO web site. The SCO answered 272 media inquiries in FY 2007-08. A new weather forecast summary was implemented for the SC Soybean Rust Newsletter, which is distributed electronically by Clemson to over 300 subscribers.

The State Climatologist provides a monthly weather and climate segment for South Carolina Educational Television. Staff also author and archive a weekly state weather summary documenting temperatures, precipitation, and extreme weather events. A summary of State Climatology Office activities from 2005-2008 is shown in Figure 7.14.

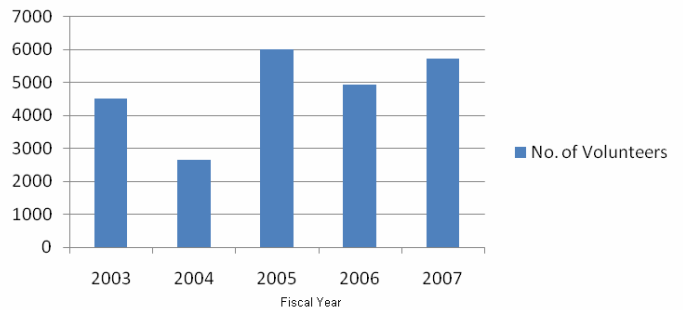


(Figure 7.14)

Program: Habitat Protection
Division: Land, Water & Conservation

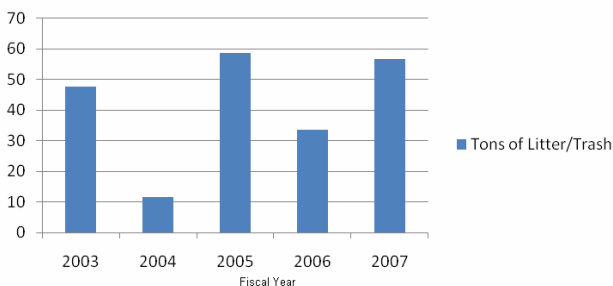
The Habitat Protection Section includes the Heritage Trust and River Conservation Programs. The Section’s mission is to protect land through acquisition of significant natural and cultural properties and work with communities through community-based planning efforts to protect and manage river corridors. Another objective is to ensure that lands acquired by the DNR are compatible with the Agency’s mission and may be easily incorporated into the existing management program.

Annual Number of Volunteers with Beach Sweep/River Sweep 2003-07



(Figure 7.15)

Annual Removal of Litter/Trash with Beach Sweep/River Sweep 2003-07

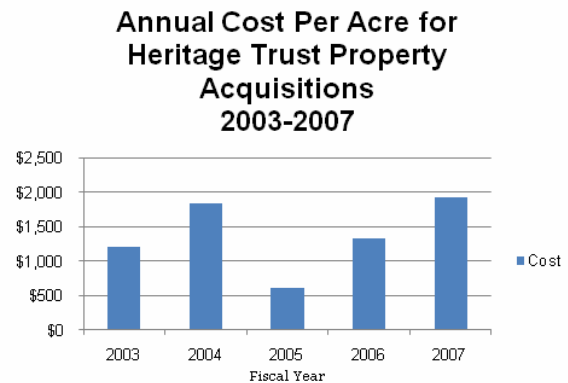


(Figure 7.16)

The Agency Habitat Committee promotes enhanced coordination of several of the DNR’s programs including the Heritage Trust Program, the National Estuarine Research Reserve Program, Focus Area Initiative, Scenic Rivers Program, and the Forest Legacy Program. Staff coordinates with the Environmental Review team to provide guidance on FERC relicensing issues and selection of appropriate mitigation sites when the intent is for the DNR to hold title to such property.

Over 3,600 man hours were volunteered to river management through advisory councils, and other meetings, and to conservation activities in FY 2007-08. The Little Pee Dee Scenic River Management Plan was published and eligibility studies were completed leading to two new State Scenic River designations: (1) a 57-mile section of the lower Lynches River; and, (2) a 30-mile section of the Catawba River. Finally, over 5,700 volunteers at 128 sites in South Carolina participated in Beach Sweep/River Sweep in FY 2007-08, retrieving over 56 tons of trash. (See Figures 7.15 / 7.16)

During FY 2007-08, the Heritage Trust Program participated in the purchase of six properties comprising 13,858 acres at an average cost of less than \$2,000 per acre. (See Figure 7.17) Currently, 70 Heritage Preserves protect more than 82,000 acres statewide. Overall, the Habitat Protection Section acquired eight different properties comprising 13,926 acres. The properties, located in seven different counties, were acquired using a variety of local, state, and federal funds. Partnering with other conservation entities proved essential in safeguarding these areas. Properties acquired during the fiscal year include the remaining interest in the Woodbury tract in Marion County; an addition to the Gopher Tortoise Heritage Preserve in Aiken County; two inholdings at Jocassee Gorges in Pickens County; additional property adjoining the Catawba River in Lancaster County; additional habitat at Donnelley Wildlife Management Area in Colleton County; a partial interest in a Yemassee Indian site in Beaufort County; and, a valuable inholding between Ashmore and Chandler Heritage Preserves in Greenville County.



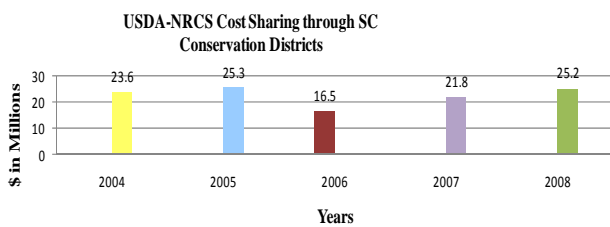
(Figure 7.17)

Program: Conservation Districts
Division: Land, Water & Conservation

During FY 2007-08, Agency staff provided technical assistance to the public in conjunction with the 46 Conservation Districts and the U.S. Department of Agriculture-Natural Resource Conservation Service (NRCS). Technical duties of staff included 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.

Concentrated technical assistance in planning and implementation of Farm Bill program applications was provided through a cooperative working agreement with NRCS. Under this agreement, staff provided enhanced landowner assistance in Aiken, Chester, Dillon, Edgefield, Horry, Lancaster, and Orangeburg counties. During FY 2007-08, technical assistance totaling 1,500 staff-days was provided under this

agreement for land protection and management, conservation planning, water quality, and watershed protection.



Through Farm Bill conservation programs, \$25.2 million in federal cost share assistance was provided for installation of Best Management Practices. (See Figure 7.18)

(Figure 7.18)

An additional 289,915 acres were placed in a conservation plan, bringing the grand total to 8.5 million total acres in the state covered by a conservation plan.

Staff continued implementation of contract agreements to provide technical and administrative assistance in five watersheds covering 400,920 acres in nine counties. These watersheds are targeted by SCDHEC to receive special funding under the Federal Clean Water Act to address water quality issues. Staff completed contract work in the Upper Little Pee Dee watershed in Dillon and Marlboro Counties; the Scape Ore watershed in Lee and Kershaw Counties; and the Big Swamp watershed in Williamsburg and Florence Counties. In addition, staff completed administrative support to the Bush River watershed project in Newberry County. Implementation will continue in the Spears Creek watershed in Kershaw and Richland Counties through 2008.

A State Conservation Cost Share Program was developed in October 2007 and funding for the program was sought from the State Legislature. The DNR seeks approximately \$2,985,898 million in recurring funds for additional staff and cost-share funding to conserve significant cultural and ecological resources, and to implement ecosystem-based conservation practices that are consistent with local community needs and Agency strategic initiatives.

Staff assisted the 35 Watershed Conservation Districts with administrative, legal, and technical support. Issues addressed include easement challenges and interpretations, property rights issues, navigability and maintenance questions, budgeting, inspections, and watershed district law interpretation.

In cooperation with the state and federal partner agencies, the DNR's staff participated in several conferences that focused on natural resource issues. The 2008 Annual Conservation Partnership Conference focused on watershed management and water quality/quantity. Staff also participated in the Legislative and Mid-year Conference of the SC Association of Conservation Districts and the regional conference of the National Association of Conservation Districts. In October 2007, South Carolina hosted the national conference of the National Association of State Conservation Agencies.

Section staff was involved in the planning and installation of outdoor classrooms and nature trails at several sites around the state. Staff provided technical assistance such as site-plan assistance; identification of plant, soil, and water resources; and, installation of structures. Staff provided on-site expertise at the Congaree Bluffs Heritage Preserve in Calhoun County and the Blue Heron Environmental Center in Jasper County.

Three statewide outdoor education events were conducted during the year: (1) the annual Institute for Natural Resource Conservation at Lander University; (2) the SC Envirothon; and, (3) the Carolina Coastal Adventure held near Lake Moultrie.

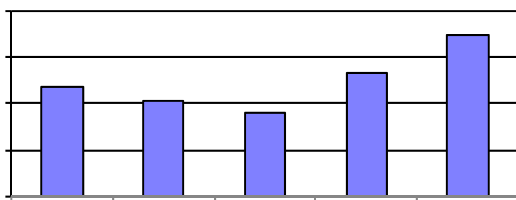
The core mission of the DNR’s Law Enforcement Division is: (1) to conserve and protect the state’s natural resources for social, economic, recreational, and commercial benefit while providing maximum human utilization; (2) to preserve the peace and protect human lives and property; (3) to develop public support through outreach, education, and safety programs; and (4) to enforce the state’s criminal laws through the detection, apprehension, and prosecution of persons who violate those laws. In addition to the primary natural resources and boating enforcement missions, the Division routinely assists other public safety and law enforcement agencies with homeland security, civil disturbance prevention, response to natural and man-made disasters, search and rescue missions, manhunts, the enforcement of public safety laws, and crime prevention.

Program: Law Enforcement Operations
Division: Law Enforcement

In order to assess mission performance and the effectiveness of efforts to protect the state’s natural resources and those who utilize them, the Division collects, assesses, and reports officer activity and criminal violation data. Officer activity data includes 16 individual mission related work measures. Criminal violations data is collected from summons tickets and warning tickets. This data is collected and processed monthly and reported back through the chain of command within the Division via email reports to supervisors, providing them with information relative to the performance of officers in the field. Senior staff within the Division can assess manpower and resource allocation and conduct appropriate planning based on this data. This past fiscal year, the Division began a process of calculating and analyzing specific work measures across regions and units for comparison of work productivity over time. These measures are being used effectively to evaluate efficiency and effectiveness of law enforcement officer activities for individual officers, field units, field regions, and the Division.

The Division developed its own strategic plan in FY 2007-08 to act as a road map for operations. It contains a mission statement, the Division’s strategy, and three broad over-arching goals with respective objectives. This Plan was formalized and printed for all members of the Division as a reminder and guide to follow in the operations of the Division.

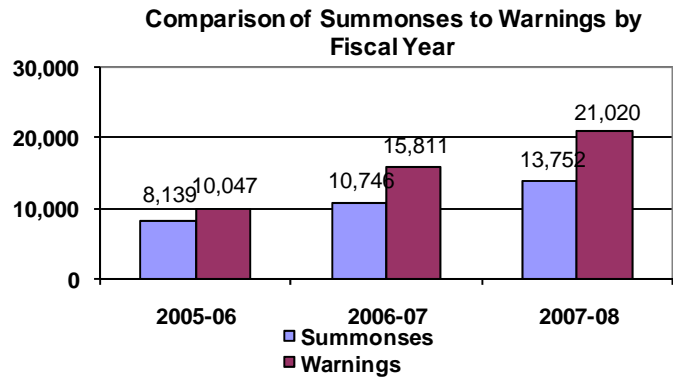
In FY 2007-08, Agency officers identified and resolved a total of 34,772 violations of the law through the issuance of summons and warning tickets, an overall increase of 30.9% from the previous fiscal year’s total of 26,557. (See Figure 7.19) The increase in the number of violations resolved by officers is in part attributable to several initiatives within the Division. First, senior leadership within the Division initiated a management accountability strategy whereby supervisory Captains, Lieutenants, and First Sergeants actively reviewed monthly output data related to officer work measures. This data is the end-result of reporting measures that were initiated several years ago.



This new strategy involved review of work measures both up and down the chain of command to create conditions of accountability among officers, unit supervisors, and region supervisors. Secondly, the Division hired and placed an additional 28 officers into field service during FY 2007-08 thereby increasing the officer corps by 12.5%. More officers in the field resulted in a greater opportunity for the detection and resolution of violations.

(Figure 7.19)

Summons tickets were used to resolve 13,752 of the violations, or 39.5% of the total. Warning tickets were issued for the remaining 21,020 violations, or 60.5% of the total. (See Figure 7.20) This data represents a consistent approach by the Agency's officers in the resolution of violations encountered in the field. Officers are as likely to educate the public regarding a violation through the use of warnings, as they are to bring formal charges. This ratio has remained fairly consistent over time as summonses in previous years have, on average, accounted for 40% - 45% of the violations resolved, while warnings have, on average, accounted for 55% - 60%.



(Figure 7.20)

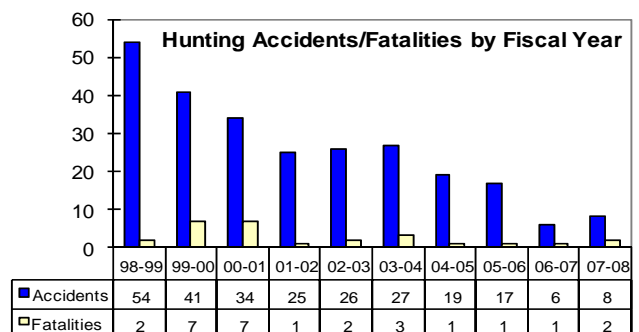
In FY 2007-08, Agency officers expended 8,336 man-hours assisting other law enforcement agencies, and made 2,854 arrests for public safety violations including trespass, litter, drugs, alcohol, and disorderly conduct. The Division saw a 16.5% increase in the number of hours spent assisting other agencies, while summonses for public safety violations increased by 39%. The DNR's officers spent another 3,721 man-hours conducting search and rescue missions, an insignificant increase of only 1/2 of 1%. Combined, these numbers continue to reflect the broad spectrum of law enforcement duties carried out by Agency officers. New legislation passed by the General Assembly during 2007-08 reflects this reality. This legislation allows the DNR's officers to issue Agency summons tickets for all state misdemeanors that can be tried in magistrates, municipal, or family court.

The Division entered the second consecutive year of a rebuilding effort in the wake of severe budget cuts from previous years. This past fiscal year, the Division was able to hire 28 more officers to continue replacing officer positions lost during previous budget cuts.

The primary mission of the DNR law enforcement officer is to protect the natural resources and those who utilize them. This mission takes on many forms, including crime detection, arrest and prosecution of offenders, formal education efforts, and gaining compliance through informal educational efforts including warnings and instructions. Immeasurable crime deterrence is achieved through officer presence in the field. Ultimately, the role of the officer is to gain compliance with the laws; provide information to the sportsman, boaters, and the public; educate resources users; and, ensure that the resources are conserved for the enjoyment and use of the public.

Program: Hunter Safety
Division: Law Enforcement

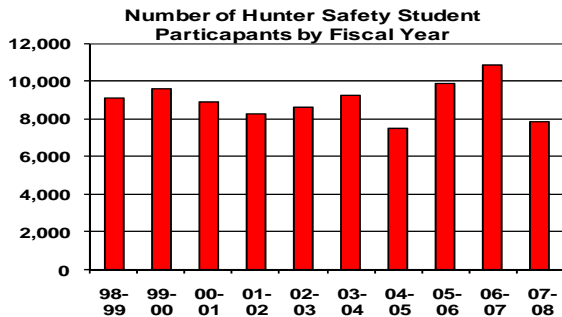
The Law Enforcement Division collects and monitors data on several key functions that relate to job performance and constitute satisfaction. The areas that are monitored reflect areas of concern to the DNR and to the hunting public. For FY 2007-08 there were 10 hunting accidents that were reported to the Agency, 8 were non-fatal, and 2 were fatal. (See Figure 7.21)



(Figure 7.21)

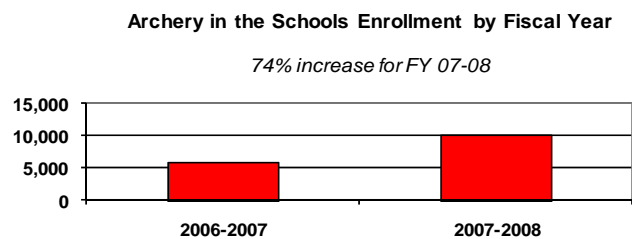
The Hunter Education Course is mandatory for all hunters born after June 30, 1979, prior to purchasing a license to hunt. However, there are many hunters who take the course in an effort to improve their

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 2007-08, the total number of student participants in the Hunter Safety Program was 7,869. This represented a fluctuating decrease of 38% from the previous year. The graph shows that the level of students participating in Hunter education has vacillated between 7,500 and 10,000 annually for the past 10 years. (See Figure 7.22) However, the safety message is being delivered effectively as the number of hunting related accidents annually remains low.



(Figure 7.22)

A new outreach program was introduced by the Division in FY 2006-07 called *Archery in the Schools*. This Program is an outreach effort to bring youth into hunting and shooting sports. In FY 2007-08, the Division enrolled 10,125 students in 81 schools into the Program, which introduces them to the sport of Junior Olympic style archery. This represented a 74% increase in student enrollment over the previous fiscal year. (See Figure 7.23) A second measure of success in the development of this Program is the addition of schools into the Program. School participation increased by 37% in FY 2007-08 with the number of schools increasing from 59 to 81.

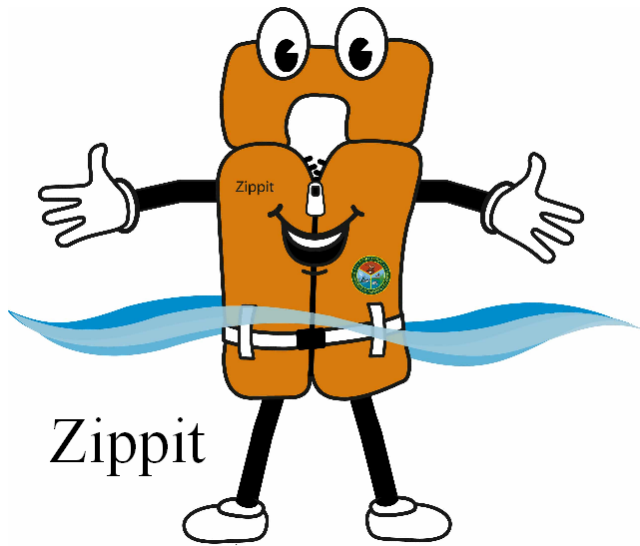


(Figure 7.23)

Another new outreach program initiated by the division is the *Take One Make One program*. This Program specifically targets youth and young adults who have not experienced previous hunting activities. These youth are paired with volunteer hunt club members and private land owners who sponsor and participate in an active hunting, fishing, and shooting sports mentoring program. In FY 2007-08, the Program hosted 41 events with 442 participants. This represented the most events and participants in a single fiscal year since the Program's inception.

Program: Boating Safety
Division: Law Enforcement

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. To increase public awareness of the importance of wearing a Personal Flotation Device (PFD) while boating, "Zippit", the Agency's Boating Safety mascot, was created. (See Figure 7.24)



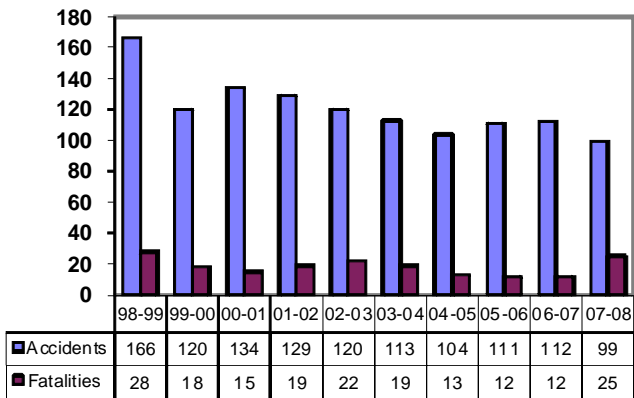
(Figure 7.24)

For FY 2007-08, the Division responded to 99 boating incidents and 25 boating incident fatalities. The number of non-fatal incidents remained virtually the same while fatalities increased by 13. Watercraft registrations increased during this period, while accidents remained virtually the same. While the number of registered watercraft and users continues to increase, and the number of accidents and fatalities remains stable, the Division strives to continually-increase the awareness of boating safety through education courses, courtesy boat safety inspections, public service announcements, and officer contact. The fact that the number of users continues to increase dramatically and incident numbers remain constant is an indicator that the Division’s message is being delivered effectively.

Zippit represents a wearable PFD that is required by law as boating safety equipment. Zippit is aimed at promoting safety among all boaters but is particularly appealing to children and youth. As part of the Program officers give “Zippit” t-shirts to youth who are observed on vessels wearing PFD’s. Other promotional items are distributed as well during safety checks and boat courtesy inspections.

For FY 2007-08, the Division entered into a joint boating safety promotion program with the Wendy’s Corporation. Youth who are checked on the waterways wearing life jackets are issued citations for “having been caught wearing a life jacket” and on the reverse side is a coupon for a free frosty from a Wendy’s restaurant.

Boating Accidents / Fatalities by Fiscal Year



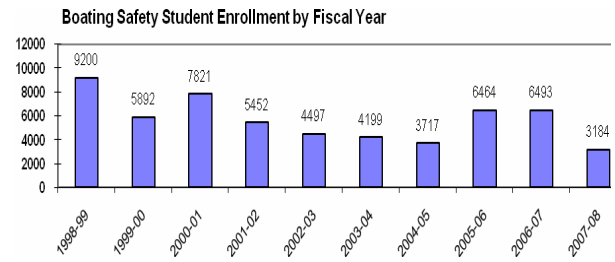
(Figure 7.25)

In FY 2007-08, officers conducted 2,060 courtesy boat inspections, and identified 459 violations that were prevented before an individual launched a vessel. (See Figure 7.25) This Program has become one of the more effective outreach efforts put in place by the Division. These inspections are pre-launch checks of safety equipment and registrations intended to ensure the vessel operator is legal and the watercraft is safe before going on the water. They are conducted by officers, and deputy officers, and provide another opportunity to deliver the safety message to the public. These are examples of the Division’s commitment to a proactive approach to public safety and the enhancement of recreational boating activities in the state.

The Division continued a joint alcohol enforcement program this year between the State Highway Patrol and the DNR’s Law Enforcement Division utilizing mobile breath alcohol-testing vans (BAT-Mobiles). The use of this tool has had a tremendous and noticeable impact on the rate and efficiency of BUI enforcement by this team. The agencies produced a joint public service announcement featuring both law

enforcement entities efforts to reduce DUI and BUI violations on the highways and waterways of the state.

The Agency’s Boater Education Course is mandatory for boaters under the age of 16 who 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. The Division promotes boating safety courses and allows them to be taken on-line, as home study, or in a classroom. For FY 2007-08, the total number of student participants in the DNR’s Boating Safety Program was 3,184. (See Figure 7.26)



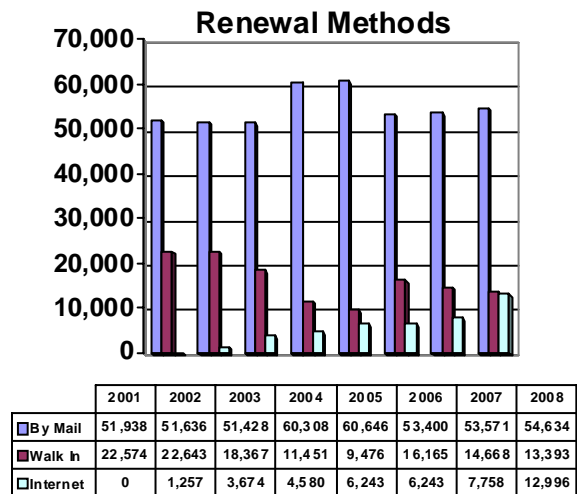
(Figure 7.26)

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 Agency to work closely with the boating industry and boating groups and associations to address specific issues and concerns. This approach has allowed the DNR to be successful in obtaining legislation and additional resources to deal with specific boating related issues and the general growth of boating activity. The partnering has also led to the development of public service announcements to address boating issues and educational tools.

The Division of Outreach and Support Services (OSS) supports all divisions and programs of the DNR. OSS provides Agency-wide support in the areas of procurement, accounting, engineering, human resources, legal, audit, legislative, mail services, graphics, duplicating, editorial advisement, photography, video, and news/media services. The Division also has the responsibility of administering all Agency funds, including federal, state and other revenue sources. The Division is accountable for the Agency’s fixed asset system, which includes property inventory management and the disposal of surplus equipment. The Boating Access Section provides assistance to the state, counties, and municipalities in the design, construction, and renovation of public boating access facilities throughout the state.

Program: Watercraft Registration and Titling
Division: Outreach & Support Services

All watercraft and outboard motor titling and registration for the State of South Carolina are handled through the Watercraft Titling and Registration Program. For the past several years, South Carolina has ranked 4th in the nation in per capita boat ownership, a ranking which remains steady. Currently, 430,377 boats are actively registered in the state, a 1% decrease from 2007. This area remains a particular focus point for the DNR and customer service is of vital importance. In the ever-constant quest for more convenient and efficient methods of accomplishing the task of renewing registration of watercraft, three methods of renewal are offered. Consumers can renew by physically coming into one of the regional offices, by mail, or electronically using the Internet. As anticipated, electronic methods are growing in popularity. In 2008, the number of consumers utilizing this option rose to 10% of the 81,023 renewals, up from the 1% from the previous year. An enhanced online watercraft system launched in October 2007, now offers customers the option of requesting a duplicate registration card, registration decal or duplicate outboard motor decals from the convenience of their home. Customers are also able to view registration records online at any time of the day or night via.



(Figure 7.27)

(See Figure 7.27)

In March 2007, a new feature was launched to assist individuals preparing to buy previously owned watercraft or outboard motors that have been titled in South Carolina. “SC Boat Facts” allows a buyer to check the current financial lien status, the personal property tax status, and registration status of a watercraft or outboard motor. If personal property taxes are delinquent, the prospective buyer can see to which county taxes are owed.

Program: Licenses Sales
Division: Outreach & Support Services

With a volume of 839,696 licenses purchased last year - representing the Agency’s front line of constituent interaction in many cases - customer service is a primary factor. A goal for this past year was to increase licenses sales by further enhancing customer service and making the purchase of hunting and

fishing licenses more convenient. In June of 2008, approximately 291,000 multi-purpose mailers were sent to customers allowing them to purchase licenses, permits, and tags through the mail or the Internet. This convenient mailer offered the option of using check or credit card - credit card purchases were referred to the DNR's website - to order hunting or fishing licenses, antlerless deer tags, shrimp baiting licenses, and non-game fish tags. In addition to the 291,000 multi-purpose mailers, 73,000 postcards were mailed to Agency customers that had purchased hunting or fishing licenses over the past two years. The postcards were Hunter, Angler, or Combination-based depending on what the customer had previously purchased. License orders were processed and returned to the customers, saving the time and expense of a trip to their local license vendor and allowing the Agency to maintain more accurate customer data in-house. For the past five years, the response rate has held at around 11%. Since 2000, license sales have been available by phone. This program was expanded six years ago to provide Internet access as well.

The Agency continues to offer 385 Manual License Agents of the 759 Total License Agents the opportunity to convert to a point of sale license system. Point of sale conversion will be mandatory by June 2009. This program allows vendors to print licenses for the customer at the point of sale. This system eliminates the twice-monthly paperwork associated with manual license sales. It also provides an immediate database of customers to the Agency for law enforcement verification and trend analysis. Currently, 368 (48%) agents are using the electronic point of sale system.

Program: Boater Access

Division: Outreach & Support Services

The DNR's Engineering Section is the primary component of the Boating Access Program. This group provides technical assistance to state, county, and municipal government entities by providing professional engineering services and oversight in the design, construction, and renovation of boating access facilities within the state. In addition to boating access facilities, the group also provides design and construction management assistance for other water recreational related facilities, such as fishing piers and docks, as well as general engineering assistance to other groups within the Agency as it relates to facilities management and construction.

The Engineering Section has utilized needs assessment studies in the past to project current and future usage and needs in the area of boating access. The last statewide study - conducted in 1990 - projected growth in the demand for boating access to be in excess of 75% over the next 20 years. Of this projected growth, the largest percentage of the demand increase was, not surprisingly, projected to be in the coastal areas of the state. A study to analyze needs for boater access in the coastal counties was completed in FY 2006-07 and a final report was issued. The study is currently being utilized by the Engineering Section to prioritize projects in the coastal counties. The Engineering Section is currently around 30% complete with the initial work for a new statewide study that will provide a report on current needs and long-term statewide needs projections. This study will be completed in FY 2008-09 and will be used to complement the coastal counties study. Data from these two studies will be used by the Engineering Section to develop a long-term plan for meeting the changing boater access needs within the state as well as a long-range fiscal needs assessment for the implementation of this plan.

During FY 2007-08, the Engineering Section completed 18 projects related to boating access. These projects included repairs to existing facilities, complete renovations to existing facilities, as well as new construction of ramps and docks. The total cost of all of these projects was \$971,463. In addition to this work, the Engineering Section has worked with various Divisions within the Agency on facilities repairs and construction including the selection of a Design/Build contractor and award of a multi-million dollar repair contract for the Marine Resources Research Institute lab and classroom building at the Fort Johnson

complex; repairs and renovations to the labs and offices at Waddell Center; repairs at Blake House at Santee Coastal Preserve; and, Direlton House at Samworth WMA.

Program: Education Program

Division: Outreach & Support Services

The Education Program operates by implementing, evaluating and updating the Agency's Outreach and Education plan. The purpose of the DNR's outreach and education plan is to strategically use outreach, communications, and education to help reach the overall mission, vision, goals, and objectives identified in the Agency's Strategic Plan.

During FY 2007-08, the Education Program instituted an Operational Plan which outlined goals, measurable objectives, strategies, timelines, budgets, and evaluation. This plan specifically identified how outreach and education would help address goals listed in the Agency's Strategic Plan.

The Program's Operational Plan's goals are:

- To increase public support for the DNR (This Goal aligns with Strategic Plan, Goal #4: Enhance public trust and confidence in the Agency) - The Agency conducted a public opinion poll in 2004 which showed that only 17% of South Carolinians could correctly identify the DNR as the state agency that is responsible for conserving the state's natural resources. Additionally, only 24% of those surveyed understood the services offered to the public by the Agency.

To address these low percentages, the Agency recently implemented a public awareness campaign to inform the public about the services it provides South Carolinians. The DNR will continue to evaluate its strategies pertaining to the Agency's goal of increased public support. Specifically, the following evaluation methodologies (and outcome data related to each) will be reported in the FY 2008-09 Accountability Report:

- The DNR will conduct another public opinion poll to determine if there has been a percentage increase in South Carolinians' who know that the Agency is responsible for conserving the state's natural resources. Further, the poll will seek to determine whether there has been a percentage increase in those who know of the services offered by the Agency. The poll results will then be compared to the measurable objectives identified in the outreach and education plan.
- The DNR will survey a statistically significant portion of SC residents to ask them what strategies and tactics they remember seeing and if it changed their knowledge and support of the Agency.
- The DNR will continue to monitor the usage of its website (since all outreach and education materials drive the public to the DNR's website).
- Increase agency funding (This Goal aligns with Strategic Plan, Goal #2: Improve the general operation of the Agency) – As was identified within Section I, the key challenge for the DNR will be to continue its mission in an environment of reduced funding. As such, through its Operational Plan, the Program will seek additional funding from various sources during FY 2008-09. The strategies pertaining to the Program's goal of increased funding will be reported in the FY 2008-09 Accountability Report:
- Improve South Carolinians' understanding of the value of natural resources to their quality of life and increase South Carolinians' adoption of behaviors that help to conserve natural resources (This Goal aligns with Strategic Plane: Goal #1 Enhance the effectiveness of the Agency in addressing natural

resources; and Goal #2: Improve the general operation of the Agency) - Currently, the DNR has over 30 conservation education programs. These programs are conducted through numerous divisions and different staff members are tasked with their implementation. Many of these programs were in place prior to the 1993 merger and some may need to be enhanced to meet the expanded agency mission.

As appropriate and as education program participant information is available, the DNR will evaluate its educational programs. The DNR's education programs evaluation will determine if each aligns with the Agency's mission, if program goals are being achieved, and to what extent the programs teach the National Conservation Education core concepts adopted by the Association of Fish and Wildlife Agencies. The strategies pertaining to the Program's goal of evaluating the Agency's educational programs will be reported in the FY 2008-09 Accountability Report:

Program: Technology Development Program
Division: Outreach & Support Services

The Technology Development Program was established by the Agency in 2002 to provide a holistic and integrated approach to systems, databases, and information management. The mission of the Program is to maintain operational efficiencies in computer resources while planning and implementing short and long-term technology needs. This Program provides operational support, data processing standards, information management and analysis, and application design services to the Agency through the successful implementation of five primary objectives:

(1) Development and maintenance of a technological infrastructure

The primary focus of the Program's first objective during FY 2007-08 was to improve the Agency's computing environment. During the past year, the following results were achieved for this objective:

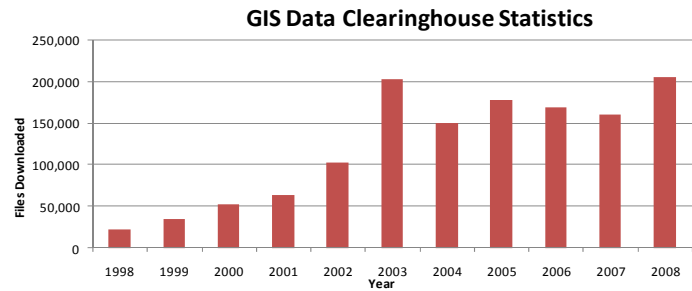
- Upgraded network circuits between the Columbia office and both the Geology and Charleston offices to provide faster access and increased capacity. (Also links to the Program's objective #4)
- Installed new network routers and switches at the Marine Resources Division to provide enhanced high-speed file transfer and data access between the Columbia and Charleston facilities. (Also links to the Program's objective #4)
- Installed video conferencing capabilities at various Agency locations to provide project and administrative meeting collaboration and remote training opportunities.
- Answered more than 7,000 requests for help desk, web (Internet and Intranet), mainframe programming, and spatial analysis support.
- Upgraded the network antivirus protection system to provide remote management capabilities while insuring the Agency's network data security and integrity.

(2) Development, maintenance, and integration of statewide digital spatial and tabular data

During the past year, the following results were achieved pertaining to the Program's second objective, to develop, maintain, and integrate statewide digital spatial and tabular data:

- Continued the migration of the DNR's boat registration and hunting/fishing licensing programs to a web-based Oracle solution. (Also links to the Program's objective #3)

- Provided at no cost to other state and federal agencies, local governments, and the public, non-sensitive spatial data maintained at the DNR through the SC DNR GIS Data Clearinghouse. This system provides 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 with 205,567 data files downloaded during FY 2007-08. (See Figure 7.28)



(Figure 7.28)

- Upgraded Agency's Geographic Information Systems (GIS) and Internet mapping software to provide for enhanced web-based visualization and query of various natural resources data layers without requiring special software on the web site visitor's computer.
- (3) Development, maintenance, and integration of complex spatial and statistical analyses, applications programming, cartographic, and multimedia

During the past year, the following results were achieved pertaining to the Program's third objective, to provide complex spatial and statistical analyses, applications programming, and cartographic and multimedia development:

- Continued work with the Comptroller General, Treasurer and Chief Information Office to identify programmatic needs for conversion of mainframe financial systems to the SC Enterprise Resource Planning System.
- Completed the installation and configuration of an electronic document management system to replace handling of paper and microfilm documents.
- Completed the migration of the Law Enforcement Hunter-Boater education system from MS Access to a web-based system with Oracle as the database. New capabilities were added to this system that allow certificate holders to access their records and print duplicate certificate cards without the DNR's staff assistance. (Also links to the Program's objectives #2 and #5)
- Installed new laser printers for licensing and titling program areas for local printing of all Agency licenses and boating forms. This implementation and the use of generic, non-track fed forms, has lead to substantial cost savings for the Agency by reducing printing cost of forms. It also has eliminated the need for computer operations printing thus saving staff time in responding to client needs.

- (4) Development and implementation of short and long- range system design while establishing standards and procedures for information management

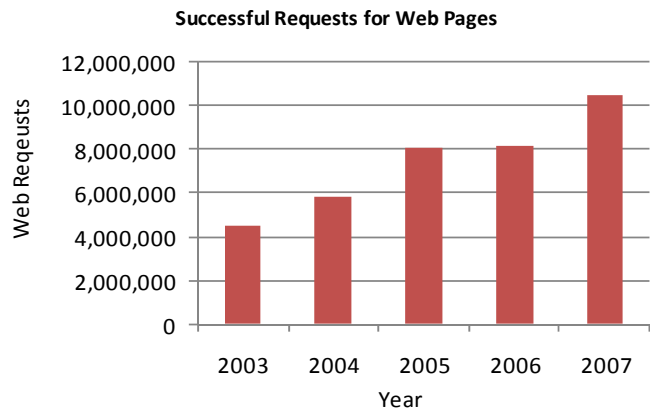
During the past year, the following results was achieved pertaining to the Program's fourth objective, to develop and implement short and long- range system design while establishing standards and procedures for information management:

- Completed the upgrade of all Microsoft Office software from the older 2000 version to the most recent release of the software (2007). (Also links to the Program's objectives #1 and #3)

5) Dissemination of information and data to the general public through the development and maintenance of the DNR's website

During the past year, the following results were achieved pertaining to the Program's fifth objective, to disseminate information and data to the general public through the development and maintenance of the DNR's website:

- Completed the on-line registration system that links the DNR's public events web calendar to the Hunter-Boater Education classes and allows the public to see the times and locations of available classes and register on-line for the class of their choice.
- Redesigned the DNR Intranet web site with a customer friendly "look and feel" and improved navigability.
- Continued to use the Internet and web-based technologies to keep citizens informed of natural resources issues and to provide information of a public concern or of a scientific and technical nature to its various constituencies. The DNR web page was redesigned in FY 2006-07. The number of successful requests for web pages has more than doubled since 2003. (See Figure 7.29)

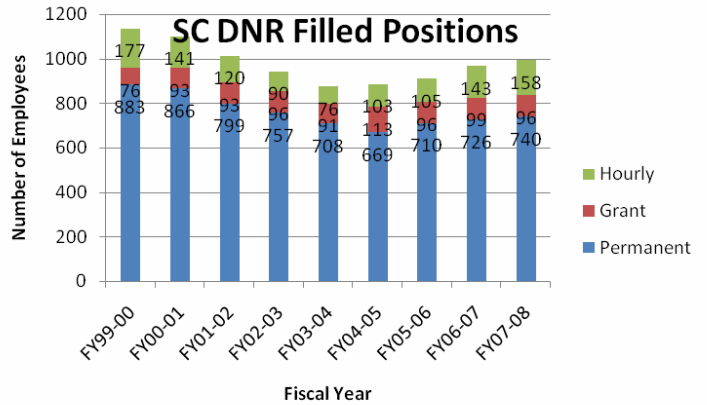


(Figure 7.29)

The DNR’s Human Resources Office provides strategic planning, compensation, benefits, employment training, and employee relations support to the Agency. The philosophy of the Office is to provide a high level of support to all employees within the Agency and the public who are seeking assistance. The goal of the Office is to be as efficient as possible so that employees may perform their jobs with minimal distractions. The Office uses different data to assist the Agency with decision making, some of which is provided in the following graphs.

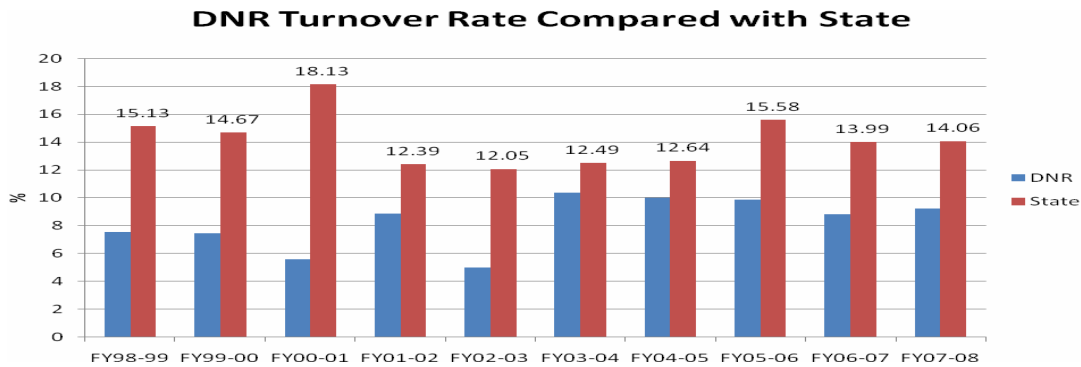
Human Resources

Trend data regarding the number of filled positions is displayed in Figure 7.30. Before the economic downturn of the early 2000’s, the Agency had 883 filled permanent positions and 177 hourly filled positions. As the state entered into a period of severe budget cuts, the Agency’s total workforce declined drastically creating an environment of increased work with little to no increases in pay. With these conditions, the DNR’s permanent filled positions continued a downward spiral through FY 2004-05. To mitigate these losses, the Director initiated a funding and managerial policy of ensuring that critical positions were filled first. This policy began to turn around the permanent losses in FY 2005-06.



(Figure 7.30)

Historically, the DNR’s turnover rate (See Figure 7.31) has been lower than that of state government’s overall turnover rate. However, the gap between the state turnover rate and the Agency’s is closing. This increase in turnover is attributed to previous budgets reductions and the Agency’s current inability to increase salaries to levels comparable with the private/other governmental sectors.



(Figure 7.31)