

A stylized palm tree graphic in shades of blue and purple, positioned on the left side of the page. The tree has a thick trunk and a large, fan-like frond. The background features a light blue sky with a white horizon line and a greenish-blue ground area.

# South Carolina

Department of Parks, Recreation & Tourism

**“....encourages people to discover South  
Carolina through our parks, recreation and  
tourism resources.”**

**-SCPRT Mission Statement**

## **Annual Accountability Report FY 2000/2001**

## Section I – Executive Summary

### **Mission And Values**

The day-to-day work of the agency continues to produce significant results for the people of South Carolina. To prepare for the increasing requests for performance measures and results-oriented government, PRT researched the National Malcolm Baldrige Performance Excellence management system. This research led agency leaders to a clarifying and of identifying PRT's top priorities and communicating those priorities both within and outside of the agency through a strategic planning process.

PRT's senior leaders have worked on clarifying leadership roles and responsibilities within the agency and have taken the agency through a comprehensive strategic planning process. The strategic priorities from this planning process will help to further focus PRT's daily efforts so that the staff of PRT are all headed in the same direction of fulfilling our vision and mission:

*Vision – PRT: Shaping and sharing a better South Carolina.*

*Mission – PRT encourages people to discover South Carolina through our parks, recreation and tourism resources in order to improve the well-being of our citizens, while sustaining our cultural and natural resources for future generations.*

### **Key Strategic Goals**

From the refinement of the agency's vision and mission, agency leadership is working to establish long-term strategic goals to guide both day-to-day delivery of service and future opportunities. The broad strategies being reviewed for implementation in the agency's action plans include the items outlined under the seven key result areas in the following section.

#### **Key Result 1**

Develop policies, plans and programs that best serve the people of South Carolina, consistent with PRT's mandate.

##### Broad Strategies

- Develop a coordinated plan that involves industry partners, citizens and visitors
- Forge and maintain mutually beneficial partnerships
- Gain recognition as a leader in tourism economic research in the development of public policy
- Develop a coordinated technical assistance program

#### **Key Result 2**

Implement services and programs to meet operational and customer needs.

##### Broad Strategies

- Identify, acquire and optimize the resources needed to fulfill PRT's mission
- Forge and maintain mutually beneficial partnerships
- Educate and persuade the Legislature to provide the resources to meet the needs of the agency
- Determine funding sources and follow-up through delegation and other avenues to obtain federal funding

### **Key Result 3**

Have a trained, motivated, diverse workforce.

#### Broad Strategies

- Establish employee satisfaction baseline information
- Assess training needs of agency employees
- Develop and implement a plan for improving employee satisfaction
- Recruit employees supportive of PRT's missions
- Increase the cultural competency of the PRT workforce

### **Key Result 4**

Take a leadership role in stewardship efforts of natural resources statewide.

#### Broad Strategies

- Educate the public in the importance and practices of stewardship
- Work with other agencies to move stewardship programs forward
- Serve as an example with good stewardship of the resources under our control

### **Key Result 5**

Increase awareness and support of parks, recreation, and tourism and the Agency's programs.

#### Broad Strategies

- Review existing communication mechanisms
- Develop and implement a communication plan (audiences, messages and mechanisms)
- Develop a message about the role PRT plays in parks, recreation and tourism
- Involve (engage), when appropriate, those partners and stakeholders affected by agency program decisions

### **Key Result 6**

Participate as a key player in the development of strategies and plans of organizations and businesses involved in parks, recreation and tourism.

#### Broad Strategies

- Provide supply and demand and other pertinent information to businesses, communities, and governments so they can make informed decisions about the management of their products
- Provide technical assistance to local communities and other organizations involved in parks, recreation and tourism planning
- Partner with other government agencies and organizations in a coordinated effort when providing parks, recreation and tourism technical assistance
- Identify international best practices

### **Key Result 7**

Strategically align PRT's resources with its mission and priorities.

#### Broad Strategies

- Review and adjust existing programs and services in light of the strategic plan
- Align agency budget and resources with priorities in the strategic plan
- Increase the awareness of the value of diversity to PRT
- Funding of local programs

## **Opportunities & Barriers**

During the agency's strategic planning process, senior leaders conducted an environmental scan of the major opportunities and barriers that may affect the agency. The review examined several areas critical to PRT's present operations and future opportunities, including technological, political, market, socio-economic, natural, and fiscal impacts. Key issues in each of these areas are outlined below:

### **Technology**

- Maintaining personal interaction with customers when technology allows for more access between customers and employees.
- Associating costs of rapidly changing technology with how to maintain equipment and retain competent staff.
- Managing the meaning and significance of data in a data-rich environment.
- Using technology to empower partners to do business in a better way.

### **Political**

- Managing the wide variety and large number of groups asking PRT to allocate resources for their interests.
- Responding to increased demands for accountability in a timely and meaningful manner without straining resources.
- Answering public requests of the agency that may stress resources, priorities, and capacity.

### **Marketing**

- Dealing with the economy's impact on tourism.
- Sustaining ability to compete in an environment that is becoming increasingly more competitive and doing it with shrinking financial resources.
- Developing meaningful market segments that are not at the same maturity level and saturation in terms of market penetration.
- Managing marketing resources when costs to market are rising.

### **Socio-economic**

- Responding to the aging of a marketplace where the largest market segment is aging and expects absolute value.
- Planning for increasing competition for workers with the increasing labor shortage.
- Preparing for conflict between rising levels of consumer debt and the spending patterns of consumers.
- Managing the strain of tourism on the state's transportation and infrastructure.

### **Natural**

- Protecting the natural environment from degradation.
- Conserving natural resources including prevention of loss of species.
- Balancing the attraction of visitors and the protection of natural resources.
- Maintaining the aging facilities in the park system.

## **Fiscal**

- Managing resources for prudent distribution and demonstration of return on investment.
- Dealing with diminishing human resource capacity and its impact on the ability to provide services and take advantage of opportunities.
- Balancing use of appropriated funds with alternative funding sources.

## **Major Achievements from FY 00/01**

The highlights from PRT's transition year to a new agency director and leadership structure include:

- PRT has committed the agency to adoption of the Malcolm Baldrige Performance Excellence system as an approach to planning and assessment. All agency staff is being included in an agency-wide approach to alignment of systems and processes to strategic priorities.
- PRT released the most comprehensive analysis ever conducted of tourism's role and impact within the overall South Carolina economy. The "Simulated Tourism Satellite Accounting System" provides a benchmark and methodology for ongoing precise charting of the state's tourism economy.
- PRT began the revitalization of Charles Town Landing (CTL) using recommendations from the CTL Implementation Committee.
- In support of the new Cradle of Democracy (American Revolution) project, the State Park Service broke ground on Musgrove Mill State Historic Site and established a partnership with the National Park Service for joint programming.
- The agency developed and implemented an in-state advertising campaign designed to capture a portion of the one billion dollars South Carolinians spend on out of state travel.
- On behalf of the state and federal government, PRT invested and managed over six million dollars in more than 260 local tourism, recreation, and heritage projects statewide.
- The agency designed, constructed and brought on line a single new web portal site which consolidated and unified seven previous websites, thereby improving access and quality for potential visitors and our own citizens.

## Section II – Business Overview

Today, SCPRT is one of South Carolina's most important state agencies. More than 28 million people traveled in the Palmetto State last year to vacation, visit family members or conduct business. They spent more than \$7 billion and helped create 250,000 jobs. South Carolina State Parks are attracting nearly 10 million visitors a year, and the agency plays an important role in planning and developing hiking trails, tennis courts, ball fields and other recreational facilities across the state. SCPRT helps bring tourism-related development to communities, big and small, all over the state and the agency has assumed the leadership role in promoting South Carolina's number one industry.

### **Employees**

SCPRT's mission to discover South Carolina through our parks, recreation and tourism resources in order to improve the well-being of our citizens, while sustaining our cultural and natural resources for future generations guides the agency's operations, and provides a benchmark for its hundreds of employees to measure their day-to-day contributions. PRT invests critical resources in its employees to create a motivated, diverse, and capable workforce. The agency is served by 497 classified employees and services are enhanced through the support of 659 temporary or supplemental/seasonal employees. The agency is committed to the recruitment of employees who support the mission and services of PRT and to the ongoing development program that recognizes and promotes the best levels of employee performance. Each division of the agency supports PRT's mission by helping staff understand and embrace the goals and philosophy of their line of service.

### **Operation Locations & Description Of Major Products And Services**

Due to PRT's diverse services, the agency covers a broad scope of locations and sites that are significant naturally, culturally, and historically. Operation locations include a central office complex located in Columbia and a variety of park sites, welcome centers, and a newly opened Discovery Center. The Park Service manages and protects more than 80,000 acres of South Carolina's natural and cultural resources, which range from deep mountain wilderness and old-growth forests, to plantation homes, battlefields, waterfronts and wetlands. We invite you to enjoy these beautiful places through wise use and responsible recreation. The state park service has divided its properties into classification groups to help visitors know what type of opportunities and experiences they will have at a particular park or site.

### **Special Resource Parks**

Aiken State Natural Area, Windsor  
Charles Towne Landing State Historic Site, Charleston  
Caesars Head State Natural Area, Cleveland  
Colonial Dorchester State Historic Site, Summerville  
Croft State Natural Area, Spartanburg  
Hampton Plantation State Historic Site, McClellanville  
Jones Gap State Natural Area, Marietta  
Keowee-Toxaway State Natural Area, Sunset

Lansford Canal State Park, Catawba  
 Lee State Natural Area, Bishopville  
 Musgrove Mill State Historic Site, Clinton  
 Oconee Station State Historic Site, Mountain Rest  
 Redcliffe Plantation State Historic Site, Beech Island  
 Rivers Bridge State Historic Site, Ehrhardt  
 Rose Hill Plantation State Historic Site, Union  
 Woods Bay State Natural Area, Olanta



**Regional Parks**

Regional parks provide opportunities for recreation in a natural setting as well as facilities to serve the neighboring community or region. Each site has a significant attribute which contributes to the quality of life for that region:

Andrew Jackson State Park, Lancaster  
 Baker Creek State Park, McCormick  
 Barnwell State Park, Blackville  
 Chester State Park, Chester

Colleton State Park, Canadys  
 Goodale State Park, Camden  
 Lake Warren State Park, Hampton  
 Little Pee Dee State Park, Dillon

**Outdoor Recreation Parks**

Outdoor recreation parks are capable of supporting more intense recreation opportunities. While the resources of these areas are not as fragile as those of special resource and traditional parks, development of facilities is designed to complement the natural landscape:

Calhoun Falls State Recreation Area, Calhoun Falls  
 Cheraw State Recreation Area, Cheraw  
 Dreher Island State Recreation Area, Prosperity  
 Hamilton Branch State Recreation Area, Plum Branch  
 Hickory Knob State Resort Park, McCormick  
 Lake Greenwood State Recreation Area, Ninety-Six  
 Lake Hartwell State Recreation Area, Fairplay  
 Lake Wateree State Recreation Area, Winnsboro  
 Sadlers Creek State Recreation Area, Anderson

**Traditional State Parks**

Traditional state parks contain significant natural and cultural resources much like special resource parks, but provide traditional recreation opportunities for visitors to experience without compromising the integrity of the resource.

Devils Fork State Park, Salem  
 Edisto Beach State Park, Edisto Island  
 Givhans Ferry State Park, Ridgeville  
 Hunting Island State Park, Hunting Island  
 Huntington Beach State Park, Murrells Inlet  
 Kings Mountain State Park, Blacksburg  
 Myrtle Beach State Park, Myrtle Beach

Oconee State Park, Mountain Rest  
 Paris Mountain State Park, Greenville  
 Poinsett State Park, Wedgefield  
 Santee State Park, Santee  
 Sesquicentennial State Park, Columbia  
 Table Rock State Park, Pickens

## Welcome & Discovery Centers

Nationally certified travel coordinators help visitors book rooms for overnight travel, make dinner reservations, get tickets for a show, or make tee times for a round of golf. Ten Welcome Centers are located around the state in:

Little River	Fair Play
Hamer	North Augusta
Fort Mill	Allendale
Blacksburg	Hardeeville
Landrum	Santee



The agency has recently opened a Discovery Center on the Clemson University Campus. This Center has interpretive exhibits showcasing the natural, historical, and cultural resources of the S. C. National Heritage Corridor.

## Heritage Tourism

Much of South Carolina has potential for Heritage Tourism Development. Currently, the most advanced heritage tourism development project is taking place in the South Carolina National Heritage Corridor. The Heritage Corridor was designated by Congress as a National Heritage Area in 1996, one of about two dozen such areas in the country. The Corridor Consists of 14 counties and over 250 miles, divided into four distinct regions. The corridor stretches along the western border of the state from Charleston to the mountain foothills.

Two routes - Discovery and Nature - run the length of the Corridor. The Discovery Route features many of the historic aspects of the region, and the Nature Route highlights the natural beauty of the various landscapes. Each of the four regions has its own distinct story, including the scenic mountains of Region 1, the political legacy of Region 2, the development of the railroad communities in Region 3, and the Lowcountry history or Charleston and surrounding communities in Region 4. Together, they provide an excellent heritage experience for the traveler.

Heritage Tourism includes historic, cultural and natural amenities. Heritage resources include folkways, the arts, the surrounding landscape and geography, the history of the peoples who settled there and the recreational amenities of an area. The basic characteristic of this tourism niche is that the experience be interactive, educational, authentic and entertaining. Other parts of the state are developing heritage tourism products relating to the Revolutionary and Civil War, political history, and agricultural and industrial themes.

## Trade, Sports Development & International

The agency's staff provides detailed information and assistance on meeting facilities from hotels and motels to convention centers and retreat sites. Agency professionals have contacts to assist with United Kingdom, Ireland, Scandinavia, Germany, other European countries and other international inquiries. Group tour operators and leaders can find details about attractions, accommodations and restaurants, plus contact information for South Carolina's tourism regions. Staff can help sports promoters or enthusiasts with their sports venue needs.

## Marketing & Promotions

This service area is responsible for implementing agency policy and programs relating to the development of South Carolina's tourism marketing, sales and branding programs. The research and statistics staff provide tourism statistics regarding travel, economics, tourism, accommodations, and other critical industry information.

## Grant Funding

A variety of grants are available to non-profit and governmental organizations to develop traditional marketing materials, purchase advertising to attract visitors, develop heritage products, acquire land for the purpose of public recreation, plan and develop new indoor or outdoor public park and recreation facilities, and implement trail-related projects.

## Accountability Report Appropriations/Expenditures Chart

### Base Budget Expenditures and Appropriations

Major Budget Categories	99-00 Actual Expenditures		00-01 Actual Expenditures		01-02 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$16,815,592	\$12,515,928	\$18,777,247	\$14,302,543	\$18,774,817	\$14,528,641
Other Operating	\$22,991,332	\$10,710,980	\$24,316,943	\$11,008,290	\$23,571,628	\$10,080,233
Special Items	\$2,356,970	\$2,356,970	\$2,515,385	\$2,515,385	\$2,352,419	\$2,352,419
Permanent Improvements	\$2,005,517	\$128,000	\$2,278,552	\$535,000	\$0	\$0
Case Services	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$5,582,049	\$2,109,233	\$5,174,489	\$2,075,622	\$6,297,184	\$2,400,000
Fringe Benefits	\$4,264,943	\$3,660,334	\$4,998,730	\$4,566,229	\$4,872,263	\$3,985,334
Non-recurring	\$1,025,000	\$1,025,000	\$5,653,042	\$5,653,042	\$8,008	\$8,008
<b>Total</b>	<b>\$55,041,403</b>	<b>\$32,506,445</b>	<b>\$63,714,388</b>	<b>\$40,656,111</b>	<b>\$55,876,319</b>	<b>\$33,354,635</b>

## Other Expenditures

Sources of Funds	99-00 Actual Expenditures	00-01 Actual Expenditures
Supplemental Bills	\$4,975,630	\$504,630
Capital Reserve Funds	\$325,614	\$587,559
Bonds	\$634,125	\$5,281,427

## Key Customers

PRT provides direct service to primary customer groups through the Park service, Welcome Centers, and Discovery Centers. In addition to direct customer service, the agency delivers a significant impact with stakeholder groups affected by other major agency services. The critical stakeholders for PRT products and services include, but are not limited to:

Consumers (Visitors)

SC taxpayers/citizens

Political leadership

PRT employees

Tourism industry partners

Client boards & associations

Governmental partners

Endangered species

Future generations

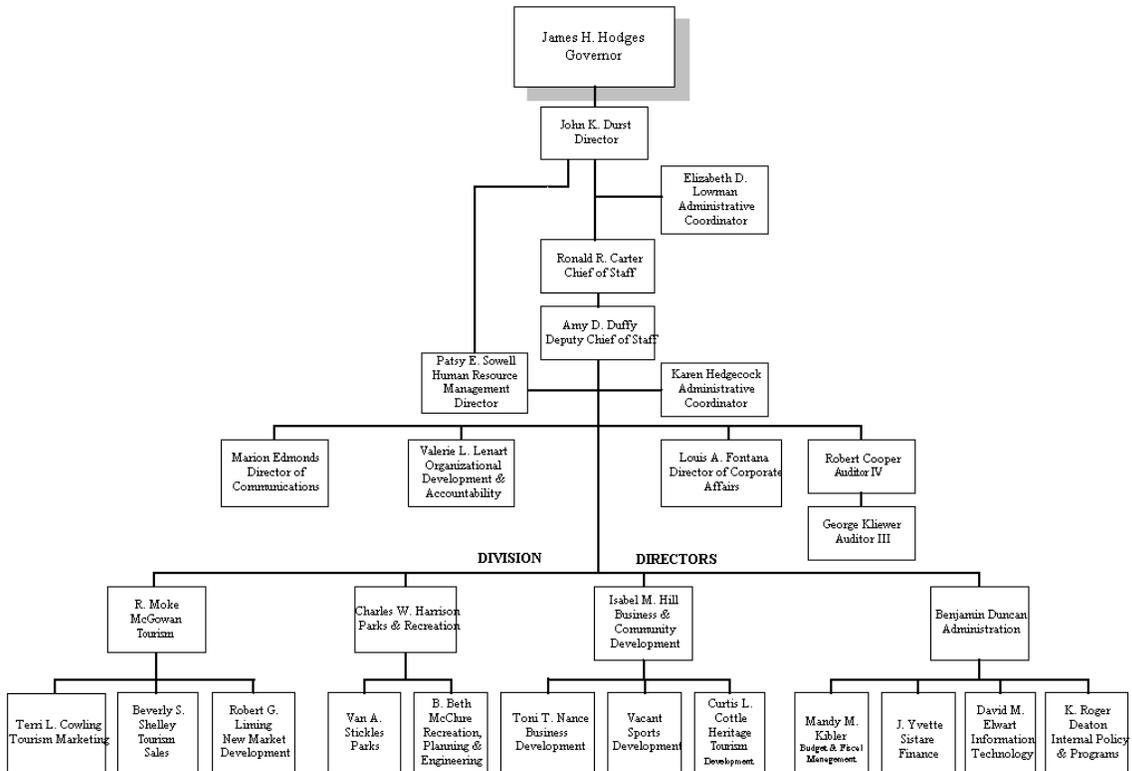
Key suppliers for the PRT's services include the Leslie Agency, Integrys, Inc., Syneractive, Inc.

## Organizational Structure

Under the leadership of the Agency Director, PRT is organized into four divisions. These divisions reflect the major areas of service and support services needed to fulfill the mission of the agency. To coordinate the activities of these divisions, the Director relies on strategic personnel within the Directorate Office, including the Chief-of-Staff, the Director of Special Projects and Governmental Affairs, and the Communications Director. The four divisions of the agency are Tourism, Parks & Recreation, Business & Community Development, and Administration. Three areas provide service in the Tourism Division: marketing, sales, and new market development. Besides managing the Park service, the Parks & Recreation Division also provides services in the areas of recreation, planning, and engineering. Within the Business & Community Development Division, staff are focused on development in the areas of business, sports, and heritage tourism. Finally, the Administration Division provides support for budget and fiscal management, finance services, information technology, and internal policies and programs.

**SOUTH CAROLINA DEPARTMENT OF PARKS, RECREATION AND TOURISM**

**ORGANIZATION CHART**



### Section III – Elements of Malcolm Baldrige Award Criteria Category 1 – Leadership

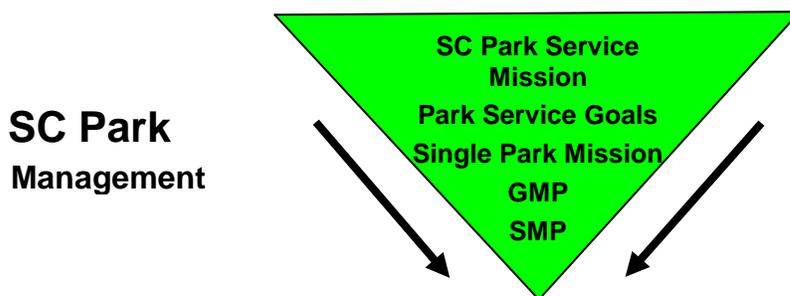
1.1.a. How do senior leaders set, deploy and communicate short and long term direction?

Parks, Recreation and Tourism serves a wide variety of customers and constituencies. In order to effectively lead such a broadly diverse agency, the senior leadership system comprises multiple areas of expertise. The senior leadership system includes a multi-tiered approach made up of the Agency Director, Chief-of-Staff, the Director of Special Projects and Governmental Affairs, Communications Director, Division Directors, Organizational Development & Accountability Manager, and the Office Directors (see organizational chart in the Business Overview). This system fosters leadership both strategically and operationally in setting direction and performance expectations for the agency.

This multi-tiered leadership system assists with the complex processes required for setting both short and long term direction for the agency. Senior leaders align all planning efforts through the agency’s strategic planning process. As part of the strategic planning process and as a result of having a new agency director appointed, the senior leaders reviewed the agency’s mission and vision to keep these statements current with ongoing customer expectations. The mission and vision statements were revised with input from key stakeholders and senior agency leaders.

Currently, specific operational plans are aligned with informal broad strategies of the agency. These specific operational plans include: the Park Management Plan, the Nature Based Tourism Plan, the agency’s Management Plan for Marketing Activities, the Recreation, Planning & Engineering Plan, the Heritage Corridor Plan, the restructuring for the Office of Budgeting and Fiscal Accountability, and the development and implementation plan for the agency’s new S.C. Enterprise database and web portal. With the development of each of these plans, senior leaders have worked to become more responsive to industry needs and input. The approach for aligning these plans with the new agency strategic plan will be a more structured system in the next fiscal year.

One example of how this planning process is currently aligned with the agency’s broad strategies is the management system for the Park Management Plan. The management system used in the State Park System is called the “Management Triangle” and provides Park Managers with the necessary parameters and tools to manage their parks. Moreover the triangle allows for creativity, innovation, and the ability for field staff to “make decisions.” The triangle is simple:



The triangle utilizes many approaches including the principles of Baldrige. Managers are working in the triangle and focusing on accomplishing the goals of the Park Service. The five goals are linked to the seven categories of Baldrige. In order to achieve these goals, a new

approach was developed – the Annual Park Planning (APP) process was implemented this past year. This process includes the General Management Plan (GMP) for each state park, which serves to guide staff in the dimensions of Resource Management, Visitor Services, Facility Management, Human Resource Management, and Fiscal Management. The Specific Management Plan (SMP) provides more detail on the day-to-day management of the park. The APP enables managers to bring not only budget requests but also issues and opportunities to “the table.”

1.1.b. How do senior leaders set, deploy and communicate performance expectations?

Performance expectations for each of the agency’s key operational plans are set through a continuing dialogue among agency leaders. Senior leaders have taken such steps as setting a charter of expectations and parameters for the agency’s marketing activities, outlining goals for specific critical projects, beginning to identify core competencies for critical agency positions such as Park Managers, and soliciting key stakeholder input on such plans as the agency’s strategic plan, the Heritage Corridor Plan, and the Recreation, Planning & Engineering Plan.

1.1.c. How do senior leaders set, deploy and communicate organizational values?

To reinforce organizational values, senior leaders included the identification and definition of key agency values in the agency’s strategic planning process. With the change in agency leadership, the new director set a goal of stabilizing existing agency operational practices through the transition in leadership. The director went to every county in the state prior to the first of January and held town hall meetings. To assist with this stabilization, the core values were identified as critical to empowering the best practices among employees. Based on the revised vision and mission statements, senior leaders identified nine core values that are critical to supporting the mission of the agency: Accountability, Collaboration, Diversity, Integrity, Leadership, Professionalism, Quality Customer Service, Stewardship, Sustainability, Visionary Thinking.

1.1.d. How do senior leaders set, deploy and communicate empowerment and innovation?

As a further part of empowering employees, they were given several avenues to provide input into the strategic planning process of the agency. Focus groups and internal assessment surveys were conducted, and the information was used to inform and guide the strategic planning process. Employees were also provided with a more involved role in the drafting of the agency’s marketing plan and in the review and revision of the process used to draft the plan.

The Information Technology Office has designed and planned several key agency innovations including a system to use the Wide Area Network to minimize long distance phone charges between the park system, Welcome Centers, and the central office and the agency’s new web portal and database to support the agency’s marketing and communication services through the web portal.

1.1.e. How do senior leaders set, deploy and communicate organizational and employee learning?

Key organizational and employee learning processes occurred this fiscal year through several critical agency projects. The agency became only the second state in the nation to undertake setting up a Tourism Satellite Accounting (TSA) system that provided critical information on the current conditions of both the state’s tourism industry and economy. The TSA will serve as a tool for the agency and industry in setting future policies, plans and activities for the next few

years. The completed TSA system provides a new methodology for more completely measuring all aspects of economic activity attributable to travel and tourism. The TSA, which will be updated annually, will be used as the foundation for public and private sector decision-making on the key issues facing the state's tourism industry. (Key results from the TSA are included in Category 7 – Results.)

The agency also built in organizational and employee learning into the agency strategic planning process. The agency hired a program manager for Organizational Development & Accountability to facilitate and standardize the strategic planning process so that the agency would not be dependent on external consultants for ongoing strategic planning assistance. This program manager will also assist the agency with standardizing Baldrige best practices into agency systems, processes, and approaches, as well as provide ongoing support to key agency systems such as performance measurement and improvement, leadership development, and agency results and accountability processes. The agency also supports continuing education and renewal of professional licenses.

Additionally, the agency supports organizational and employee learning through agency-wide projects. The park management process is designed and implemented to identify learning opportunities and develop strategies to take advantage of these opportunities. Likewise the conversion from the agency's previous database, S.C. Connect, to the new database, S.C. Enterprise, identified both strategic and operational opportunities for improvements in web portal technology, management of key data, and improving customer access to agency services.

1.1.f. How do senior leaders set, deploy and communicate ethical behavior?

To support ethical behavior of employees, the agency focuses on communicating critical policies and procedures and reinforcing agency values. These policies and procedures are communicated through ongoing training, management meetings, and the agency's intranet. In the next fiscal year, a new employee orientation will also reinforce critical agency communication. To reinforce agency values that support ethical behavior, the senior leaders have initiated a new process to identify and use key behavioral examples in the ongoing management of employees. These behavioral examples will allow employees and managers to work together to mitigate conflicting actions and to reinforce behaviors that support the agency's core values.

1.2. How do senior leaders establish and promote a focus on customers?

Senior leaders establish and promote a focus on agency stakeholders through a variety of learning and listening methods. For key business processes supporting marketing and tourism, the agency conducts marketing research studies through Strategic Marketing Research Inc. (SMRI) and, new this year, used the Tourism Satellite Account to identify key relationships with non-tourism industries. In various areas of the agency, customer surveys are conducted on a project-specific basis. For the past seven years, the agency has used a customer survey of South Carolina residents conducted through the University of South Carolina Institute for Governance. The survey is conducted twice a year and approximately five to eight state agencies participate. Survey questions have focused on parks and recreation issues along with welcome center services. The agency also uses the legislative process to gather additional stakeholder information. Finally, the agency will use new technology to gather more complex customer data through the S.C. Enterprise database associated with the agency web portal.

1.3. What key performance measures are regularly reviewed by your senior leaders?

In the past, key performance measures were reviewed on a project basis and through the agency's annual operating budget process. Measures are identified through the agency planning process such as the marketing plan, nature based tourism plan, and office operational plans. This past year the agency made improvements to the annual operating budget process and to the agency's marketing plan process, resulting in greater clarity on project parameters. Besides relying on marketing studies that measured advertising effectiveness and management reports for key projects, through the strategic planning process the agency is developing a scorecard of measures that will be used in the future to monitor the performance of the agency.

1.4. 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?

Feedback on the performance of senior leaders has primarily occurred informally with the exception of the EPMS process. Senior leaders have tried to improve their own leadership effectiveness and the effectiveness of management through performance feedback on specific projects. During the last fiscal year a new agency director came to the agency and instituted activities to stabilize a recent change in the management structure of the agency. Senior leaders have used management retreats, the agency's EPMS system, and the strategic planning process to formalize the feedback process and respond to the need to improve their leadership effectiveness. In a further effort to bring a systemic approach to performance feedback, the agency in the next fiscal year will pilot a management performance feedback survey among staff members. This survey will be used to identify opportunities for development aligned with agency priorities and encourage best practices among agency management.

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

Senior leaders monitor and prepare for the current and potential risks when providing agency services to the public through ongoing regulatory compliance, agency activities, grant funding, and planning efforts. The professional staff of the agency works to ensure that all legal and regulatory compliance requirements are met with health, safety, ADA, and other key areas. The web portal is an effort to provide greater access to agency services and information to the customer/traveler. The agency assesses risk to the public in its stewardship and sustainability efforts with specific activities in the areas of technical assistance to local communities, park maintenance plans, beach renourishment, and emergency preparedness drills, as well as with building code compliance in new construction. The agency helps to support a variety of non-profit and governmental organizations through grant funding, including the Tourism Marketing Partnership Program, Heritage Corridor Development Grants, Recreation Land Trust Fund, Park and Recreation Development Fund, Land and Water Conservation Fund, and Recreational Trails Program.

1.6. How does senior leadership set and communicate key organizational priorities for improvement?

Senior leaders set and communicate priorities for improvement through leadership meetings, agency strategic planning, project status reports, the setting of project goals, and project reviews/debriefings. Major agency projects are reviewed by project participants and agency leaders to determine best practices for replication and improvement opportunities for the next project cycle. To date, improvements have been informally made and documented, but with the

new hire of the Organizational Development & Accountability manager, improvements are now being incorporated and documented in agency standard operational procedures and systems.

1.7. How does senior leadership and the agency actively support and strengthen the community?

To identify how to actively support and strengthen the community, senior leaders initiated and incorporated findings from several key projects into the agency's ongoing operations. The agency's strategic planning process included key stakeholder input and analysis. The Tourism Satellite Account system provides critical industry data (see Category 4 – Information & Analysis and Category 7 – Results). The Director for the Tourism Division worked with an ad hoc advisory group to create a master visioning plan for marketing tourism in the state (see Category 3 – Customer & Market Focus). Also, the agency uses ongoing technical assistance and planning with local communities in the areas of recreational planning, tourism economic development, and the Heritage Corridor. The agency's new web portal will also strengthen and support community access to agency services and information (see Category 4 – Information & Analysis).

## Category 2 – Strategic Planning

2.1. What is your Strategic Planning process, including participants?

To prepare for the increasing requests for performance measures and results-oriented government, the agency reviewed the Baldrige management system. Last summer about sixty leaders and managers from the agency participated in Baldrige training. Feedback from the training identified the need to focus on the agency's top priorities and communicate those priorities both within and outside the agency. The agency contracted with USC in March of 2001 to take the agency through a strategic planning process. The senior leaders took the opportunity to use the process to proactively shape PRT's future and position the agency to minimize external challenges and to take advantage of key opportunities. During the process, the team has looked at internal office assessments, internal employee focus groups, stakeholder focus groups, an examination of outside factors affecting the agency, and critical strategic issues.

The information from the process has resulted in a refined vision and mission statement (see below) and the development of agency core values and broad strategic objectives. To date the refined vision and mission have been communicated to staff via an all-staff meeting, e-mail, and the agency intranet.

***Vision – PRT: Shaping and sharing a better South Carolina.***

***Mission – PRT encourages people to discover South Carolina through our parks, recreation and tourism resources in order to improve the well-being of our citizens, while sustaining our cultural and natural resources for future generations.***

2.1.a. What is your Strategic Planning process, including participants, and how does it account for customer needs and expectations?

To determine customer needs and expectations for the strategic planning process, the agency held focus groups for two distinct customer groups. One focus group included industry partners and the other was made up of government partners. Participants offered input and feedback on

their relationship with the agency, including identifying agency strengths, weaknesses, and opportunities. The agency strategic planning team also conducted a customer document review and an examination of the external environment, specifically examining technological, political, natural, socio-economic, and fiscal factors that are impacting the agency and may in the future. The team also discussed the use of the new web portal and database as an ongoing tool for collecting customer needs and expectations.

2.1.b. What is your Strategic Planning process, including participants, and how does it account for financial, societal and other risks?

In order to specifically account for financial, societal and other risks, besides the external environment scan (described in 2.1.a.), the team reviewed input from the agency's operational budget process, marketing plan process, the legislative process, the agency's role in community development efforts, and the technical assistance provided by the agency.

2.1.c. & d. What is your Strategic Planning process, including participants, and how does it account for human resource capabilities and needs? What is your Strategic Planning process, including participants, and how does it account for operational capabilities and needs?

The team addressed human resource capabilities and needs by distributing and compiling results from an internal office assessment and service assessment by office conducted by the Division Directors. Both assessments also provided data on operational capabilities and needs. During the next fiscal year the agency will pilot and begin implementation of a management assessment survey, which will identify key development needs and provide feedback to agency leaders and managers.

2.1.e. What is your Strategic Planning process, including participants, and how does it account for supplier/contractor/partner capabilities and needs?

The agency spends time participating as members of critical associations and boards in order to gather input on supplier/contractor/partner capabilities and needs. In more formal processes, the agency commissioned a Marketing Ad Hoc Task Force and the Tourism Satellite Accounting (TSA) study to gather this input from suppliers and partners. The Task Force included key tourism industry partners who created a vision for the future of South Carolina's tourism industry. The TSA study provides information on the current state of the tourism economy and tourism industry, as well as trend information on where tourism is headed in the next ten years. The agency also relies on several key partners to assist with serving the needs of industry partners, including SMRI with market research, the Leslie agency with marketing campaigns, and Integrys and Syneractive with the new web portal development and implementation.

2.2. How do you develop and track action plans that address your key strategic objectives?

As the agency ended the fiscal year 00/01, it was completing the outline of key results and broad strategies for the agency. Going into FY 01/02 the next step is to develop and track plans to address key strategic objectives. This process will begin with a review and analysis of all the agency's key operational plans and processes to see what goals and plans need to be developed to support the agency's strategic plan and to identify what in the current plans already support the broad strategies outlined for the agency. The Office Directors will develop behavioral examples of supporting actions and conflicting actions for each of the agency's core values. These examples will aide managers and supervisors with strengthening the best practices among employees around the agency's core values. The behavior examples will also provide

management with the resources to address developmental needs during the EPMS process for employees who are weak in demonstrating the agency's core values.

In FY 00/01 the agency improved its operational budget process and agency marketing plan process in order to identify the baseline needed to align financial resources with priorities in the upcoming fiscal year. These requests are then reviewed by the Finance Office and submitted to the Directorate of the agency for approval.

2.3. How do you communicate and deploy your strategic objectives, action plans and performance measures?

The agency uses a variety of methods to communicate and deploy strategic objectives, action plans and performance measures, including the agency intranet, central office all-staff meetings, Directorate meetings, Division Director meetings, Office Director meetings, general office meetings, document review, informal discussions, and e-mail. Key agency objectives are also included in critical agency processes and plans such as the goals and objectives for Park services, the Heritage Corridor strategic plan, the agency's Management Plan for Marketing Activities, the Recreation, Planning & Engineering Plan, and the Nature Based Tourism Plan. Once the agency leadership has identified current plans that support the agency's broad strategies and developed plans to address any gaps, a communication plan will be developed to communicate the key results, broad strategies, action plans, and performance measures throughout the agency. This information will be incorporated into the agency's existing planning processes, new employee orientation, and appropriate training courses. Finally, the ongoing monitoring of the plan and its key measures by agency senior leaders will ensure the deployment of the plan throughout the agency.

### Category 3 – Customer Focus

3.1. Identify key customers and stakeholders.

PRT defines key stakeholders and customers as groups, individuals, or organizations who have an interest in and are affected by PRT. Each agency planning project takes time to identify the primary and secondary customer groups affected by the plan. A review of critical agency documents and a key stakeholder analysis by the senior leadership team identified the following customer and key stakeholder groups (listed in order of their affect on the future of the agency):

- Consumers (visitors)
- Political leadership
- S. C. taxpayers/citizens
- PRT employees
- Private (tourism) industry partners
- Travel trade professionals
- Client boards and associations
- Governmental partners

3.2. How do you determine who your customers are and what are their key requirements?

Within the strategic planning process specifically, the senior leadership team takes time to analyze customer and key stakeholder groups based on the ones most important to the future of the agency, determining their expectations of the agency, assessing whether the agency is

meeting those expectations, and determining what the agency needs from the most critical stakeholders. The stakeholder analysis began with each member of the senior leadership team identifying whom they consider to be the five most important stakeholders. Similar stakeholders were grouped and then ranked in terms of importance to the agency. The senior leadership team then discussed the expectations of the groups and how the agency is performing in relation to those expectations.

Key requirements for these groups were identified based on review of critical agency documents, studies, and reports, as well as results from key stakeholder focus groups held during the strategic planning process and the annual Governor's Conference on Tourism and Travel. Agency leaders also participate as members in key statewide professional organizations, associations and boards and this information is used in the key stakeholder analysis. The agency played a key role in the Governor's Task Force on Historic Preservation and Heritage Tourism. Recognizing the value of historic preservation and heritage tourism to South Carolina's future, Governor Jim Hodges issued an executive order on February 3, 2000, creating this task Force. PRT and the South Carolina Department of Archives and History were asked to staff and manage the Task Force. Governor Hodges charged the Task Force with developing a blueprint for making the state number one in historic preservation and heritage tourism. The Task Force report, completed December of 2000, recommended a number of actions. Several of the actions already are being implemented, including:

- An African American heritage specialist position and an African American heritage committee to accelerate the identification, preservation, and interpretation of African American historic properties;
- A program for recognizing, certifying, and supporting the development of a statewide system of "heritage areas" to enhance tourism; and
- An economic impact study on the benefits of historic preservation and heritage tourism.

The strategic planning team also undertakes an environmental assessment to identify environmental factors affecting customers and key stakeholders. Key requirements include:

- Accuracy of market message
- Promotion of tourism and a positive image for the state
- Wide variety of unique experiences
- Quality of goods per dollars spent
- Convenience
- Authenticity of historical and natural sites
- Access to comprehensive, accurate information, including research and market opportunity information
- Matching funds for promotional and/or development activities
- Accessibility to resources needed for experiencing the state
- Enjoyable experience including a safe, clean, and pleasant environment
- Education on state resources both culturally and naturally
- Quality customer service
- Stewardship of natural and cultural resources
- Provide and protect the habitat

- Protect against damage and degradation
- Allow future generations to inherit a healthy environment
- Fair hiring practices
- Accountability and results-oriented government
- Leadership with key alliances
- Partnership with key stakeholder groups
- Technical assistance
- Crisis communication and mobilization
- Advocate for interests in parks, recreation and tourism

3.3. How do you keep your listening and learning methods current with changing customer/business needs?

PRT uses a variety of methods to keep the agency's listening and learning methods current with changing customer/business needs. From information gained through its own research and marketing processes, to environmental information collected through the legislative process and agency leaders' membership with critical boards and associations, this information is provided on almost a daily basis and reviewed through ongoing agency processes. Particular attention is paid to customer listening and learning methods during the strategic planning process and the Governor's Conference on Tourism and Travel with the use of key stakeholder focus groups. As mentioned in Category 1 – Leadership, the completed TSA system provides a new methodology for more completely measuring all aspects of economic activity attributable to travel and tourism.

The agency will be developing and implementing the data-mining functions of the agency's new web portal. During this current fiscal year (FY 00/01), the agency consolidated seven separate web sites into one website. PRT has had one customer database – S.C. Connect – it went live in July 1, 1997. The portal allows the agency to gather additional information on users through the use of a personalization engine. This option was not available prior to the portal. This new web portal technology is targeted to help the agency achieve effective use of complicated and sophisticated customer learning methods and to help with information dissemination and data gathering.

3.4. How do you use information from customers/stakeholders to improve services or programs?

Information from customers/stakeholders results in improving services and programs at the agency on a regular basis. Information from focus groups resulted in revisions and improvements to the strategic direction set by the agency's strategic planning process. Likewise, the Governor's Conference on Tourism & Travel focus group information results in program improvements to the event from year-to-year. Feedback from industry partners resulted in improvements to the "PLACES" collateral piece, part of our travel fulfillment packet, and an ongoing improvement process for the agency's annual integrated marketing plan.

3.5. How do you measure customer/stakeholder satisfaction?

Customer/stakeholder satisfaction is measured in a variety of ways throughout the variety of services offered by PRT. Within the Parks system, customer data is collected through cabin reply cards, direct observation and interaction with Park visitors, and through questions contributed to a citizen survey conducted by the USC Institute for Governance. As a process critical to the mission of the agency, the Tourism Division plans and conducts marketing

conversion studies to identify ad effectiveness and conversion information of marketing advertising campaigns. Finally, the legislative accountability report process also results in identifying ways the agency can improve the processes related to providing effective outcomes for citizens of the state.

3.6. How do you build positive relationship with customers and stakeholders?

In order to build positive relationships with customers and stakeholders, PRT balances the unique needs of different customer groups. For stakeholders impacted by tourism services, the agency worked with industry leaders to bring together an ad hoc advisory committee to develop a long-term tourism strategic vision. Members of the committee were directly and indirectly involved in the tourism industry but also included individuals with no connections to the industry. Additionally, a series of Strategic Visioning Town Hall meetings were held that involved all ten of the state's tourism regions with more than 138 individuals participating in the facilitated visioning process.

Within customer groups affected by the services provided through the State Parks system and recreational programs, the Park Management Plan system provides for local stakeholder input into the Annual Park Planning process (AAP). Also, PRT continues to participate in updating the State Comprehensive Outdoor Recreation Plan (SCORP), providing support to the S. C. Palmetto Trail initiative, and performing special supportive studies such as the Recreation and Participation and Preference Study.

Recently, the agency drafted a Nature Based Tourism Plan that integrates planning for Parks and the Heritage Corridor system where appropriate. Through local, regional and the state boards, the agency provided leadership with soliciting customer input into the development of the S.C. National Heritage Corridor Plan. PRT continues to work toward a coordinated strategy for the conservation and utilization of the state's cultural, historical, and natural resources through working with public and private agencies charged with the protection, conservation, or utilization of these resources. Agency efforts include involvement with the Governor's Interagency Council on Natural Resources Policy, the State Park Management Plan system, the Catawba River Planning Framework, Jocassee Gorges Management Team, ACE Basin Discover Center, S.C. National Heritage Corridor, and the Savannah River Scenic Highway.

#### Category 4 – Information and Analysis

4.1. How do you decide which operations, processes and systems to measure?

Senior leaders of PRT decide which operations, processes, and systems to measure based on the broad strategies of the agency's strategic plan. They review key goals of the many action plans of the agency to determine what measures will monitor the successful completion of the action plan goals. In the coming fiscal year the agency will build an agency performance measurement score card from the strategies recently developed during the strategic planning process.

One of the critical measurement processes of the agency is the evaluation of the dollars spent on marketing. The TSA also provides a mechanism for more completely measuring all aspects of economic activity attributable to travel and tourism. The TSA data and system will be used as the foundation for public and private sector decision-making on the key tourism issues. Within

the new processes established in the Parks Management Plan, the leaders of the Parks system will use the Annual Park Planning (APP) process to enable managers to bring not only budget requests, but also issues and opportunities to “the table.” Within the management system for the parks, key measures will be identified during FY 01/02 to track progress toward the strategies, objectives, and goals of the Parks system.

4.2. How do you ensure data quality, reliability, completeness and availability for decision making?

To ensure data quality and reliability, PRT has worked over the last fiscal year to evaluate the collection, input and quality control of all data contained in the SC Connect database. This database currently supports the agency’s new web portal and will be replaced by the recently designed new Enterprise database. The Enterprise database is scheduled to be deployed in the second half of FY 01/02 and will include additional functionality that will allow for data mining.

An on-going core process that includes specific measurement is the statistical analysis provided by the agency’s research team. This service provides monthly, quarterly, and annual reports that offer tourism-related tax collections, occupancy information, visitor expenditures, visitor profiles, visitation estimates, and the impact of tourism on jobs and the state economy. Likewise, the TSA will assist with the quality, reliability, completeness, and availability of data for the tourism industry and tourism economy.

This past year was the first full year of implementation for a new standardized operating budget process. Improvements to the budget process have resulted in costs savings specifically in the cycle time taken to prepare the operating budget and in staff productivity during the development of the budget. It has also provided a clearer, more user-friendly format for management of specific operating budgets within all areas of the agency. For example, the parks management system has used the improved process to help with the Parks budget review held during the Annual Park Planning process (AAP) which has enabled park managers to get a better handle on the fiscal and capital resources they have available to them to meet the needs of their customers and stakeholders. Similar to the legislative budget process, Office Directors submit a budget request that is then reviewed by each of the other leadership areas of the agency.

4.3. How do you use data/information analysis to provide effective support for decision-making?

To provide effective support for decision-making, the agency uses various research studies, the TSA, the budget process, and the Park management system. The travel trade area monitors international travel through the federal government’s In-Flight Research Survey. Those employees working within the direct travel trade market use inclusion of South Carolina in tour catalog offerings and the generation of sound business leads as a measurement of the agency’s ability to impact direct travel markets. As mentioned in Category 1 – Leadership, the leaders of the Park system use the Management Triangle to drive data-based decision making out to the staff who need the information in order to effectively manage the Park system. Likewise, the recently released TSA will provide an ongoing system of data from which to base both service decisions and tourism-related policy decisions. Marketing research studies are used to determine the effectiveness of agency marketing campaigns and the results of these studies are used to modify future campaigns accordingly. Finally, managers have found that the improved operational budget process allows them to make critical decisions about use of resources and how to align resources with the agency’s mission and strategic priorities.

4.4. How do you select and use comparative data and information?

The selection and use of comparative data and information is currently based on the availability of comparisons that correlate to the agency's key service design and delivery processes. PRT is structured with core services that are unique from other state agencies in the nation. Its services uniquely combine marketing/promotion, information services, economic development, technical assistance, Park's visitor services, and stewardship. This unique combination makes it difficult to compare the whole of the agency's mission to other state or national agencies. Instead the agency is in the process of identifying portions of these services that can be appropriately compared and/or benchmarked with similar services in other public sector organizations.

To date, PRT has found comparison data from the National Park Service system, a few federal government performance initiatives, the TSA system, and the strategic planning process. The goal in the coming fiscal year is to standardize the selection and use of comparative data and information.

## Category 5 – Human Resources

5.1. How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?

Managers at PRT encourage and motivate employees in their professional development through several processes. The foundation for all performance reviews and planning for development is the Employee Performance Management System (EPMS). At an organizational level, the agency holds an annual Employee Recognition Day where the Employee of the Year and other special employee recognition is acknowledged. It is a regular practice for managers to hold creative staff recognition at the completion of a project or its key milestones. Still in its initial implementation stages, the Park system has begun developing a process for developing the core competencies of Park Managers. The seven core competencies: technical competence, decisiveness, vision, influencing/negotiating, managing diversity, leadership, and team-building/teamwork will eventually become part of the Park Managers regular evaluation, feedback, and development. In the coming fiscal year (FY 01/02), the agency will pilot a Staff Assessment of Management Survey (SAMS) to provide crucial feedback to leaders and managers about areas for improvement and best practices they use. Agency-wide staff meetings are held to further enhance communication needed to encourage and motivate employees.

5.2. How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

PRT identifies key developmental and training needs for all employees primarily through the EPMS system. The Human Resources Management Office recently completed development of a new employee orientation and training for all new hires for the agency. The training director also conducted a training needs assessment of agency supervisors and managers. Several programs were held in the past year using the Myers-Briggs Type Indicator (MBTI) to improve communication and teamwork among employees. The Marketing Office and Business & Community Development Division have participated in team MBTI sessions. In addition, the Information Technology (IT) and the Parks & Recreation offices each offer specific technical training. With their supervisor's approval any employee can attend technology software training. E-mail training, and agency intranet orientation through the trainers in the IT office are required

on the first day of employment. The Parks training calendar includes sessions for the specific safety, technical, and professional training needs for employees of the Park system. Also, the agency supports employees in the continuation of key professional certifications. Agency-wide the CPM/APM, Excel Leadership, the Executive Institute and Leadership S.C. programs provide critical support for the ongoing development of agency employees into leaders.

Further, the manager for Human Resource Training and Development worked with others to create the Cabinet Agency Training Directors Consortium. The purpose of this partnership is to provide performance improvement opportunities for all cabinet agency employees by sharing the resources available within each of the agencies.

The agency also uses an informal environmental assessment to identify training needs critical to the agency's future success. One example of meeting such a need is the agency's Baldrige Performance Excellence training initiative. The leadership system and key managers for the agency participated in a Baldrige overview session and a performance measurement workshop. This training initiative resulted in a leadership retreat and key training in communication, team building, and cultural competence. Out of the leadership retreat and the Baldrige training the agency leaders decided to begin addressing Baldrige systematic approaches through a strategic planning process.

5.3. How does your employees performance management system, including feedback to and from employees, support high performance?

High performance in the organization is led by aligning EPMS objectives with key agency plan goals. For example, a performance objective on an agency-wide integrated marketing plan becomes part of the senior manager's EPMS objectives. That manager is then evaluated on the process of developing and implementing the plan. Each office and division of the agency currently uses performance to key operational plans as a method for employee input, and feedback to and from employees on employee performance. For example, the Recreation, Planning & Engineering Office creates an annual operational plan with input from managers and key employees. This operational plan is evaluated against performance on a regular basis and feedback comes from employees and is given to employees on adjustments needed for successful completion of the operational plan. The agency lacks a formalized systematic approach for reviewing and aligning EPMS objectives for each key agency action plan. A goal for the new fiscal year (FY 01/02) is to assign a key strategic objective or operational goal as an EPMS performance objective in the planning stage of each manager or supervisor.

5.4. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?

Beyond the assessment provided through agency operational plans and the EPMS system, the agency does not have a formal method for determining employee well being, satisfaction, and motivation. The leadership team members keep close and direct contact with each area of the agency and brings any employee issue that cannot be solved directly with the employee, or that may affect many employees, back to the leadership team for review and development of a solution to the issue. An employee "suggestion box" is provided on the agency's intranet site and monitored by the agency's communications director. The agency is planning two initiatives in the next year that will provide data and information on employee well being, satisfaction, and motivation: the Staff Assessment of Management Survey (SAMS) and an independent Human

Resources Advisory Team. Each of these systems will provide for two-way communication and feedback with all employees of the agency as to their overall well being, satisfaction, and motivation. The SAMS system will specifically address the critical factor in employee satisfaction – the employee/supervisor relationship.

5.5. How do you maintain a safe and healthy work environment?

The agency maintains a safe and healthy work environment through several methods. Key policies and procedures are posted on bulletin boards throughout all locations of the agency and on the agency intranet. The Human Resource Management Office encourages employees to use the state's wellness program. Additional safety training is offered as a part of the Park & Recreation Division's annual training calendar.

5.6. What is the extent of your involvement in the community?

The agency keeps a strong presence in the community both as a part of agency services but also as part of participating as a "good neighbor" in strengthening the local communities of South Carolina. Agency employees are involved professionally and personally with association and board memberships, local schools, United Way, the Salvation Army, Juvenile Diabetes, and many other organizations. In fact, the Juvenile Diabetes Walk has been held at Sesquicentennial State Park for several years.

## Category 6 – Process Management

6.1. What are your key design and delivery processes for products/services, and how do you incorporate new technology, changing customer and mission-related requirements, into these design and delivery processes and systems?

Several key processes allow PRT to function as an agency. They support the entire scope of PRT activities and serve as a common thread for exchange of information, implementation of policy, and mission identity. They are:

- Information services (including research and statistics)
- Marketing and promotion
- Event management
- Technical assistance
- Resource & facility management
- Economic and community development
- Visitor services
- Partnering
- Funding

Each of these processes effects service design and delivery of each office and division of the agency. Currently, key design processes involve standard business planning practices. Whenever a critical project or product is designed, the leaders and staff involved in that project submit a proposal/business plan to senior management of the division and the agency. As a routine practice, project managers solicit key customer/stakeholder input in the design phase through direct contact, focus groups, or industry partner organizations. Each plan is evaluated against the mission of the agency, available resources, and potential alternate sources of funding prior to implementation of the plan.

Delivery processes receive regular review at the end of each project/product cycle that the process supports. Memoranda of Understanding (M.O.U), service contracts, project charters, and other planning documents are used to design delivery services and to evaluate final delivery of service as compared to planned objectives.

Managing this variety of services, design processes, and delivery processes was a challenge prior to the recent advances in technology. For example, mailed printed materials were the primary method used by the agency for responding to inquiries about tourism, and now with computer technology, the agency can participate in providing a variety of tourism information. This delivery of tourism information has recently taken another breakthrough step forward with the implementation of the agency's new consolidated web portal. PRT's new web portal allows the public and industry partners one-stop access to the large body of agency information that was traditionally difficult to communicate.

6.2. How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?

The agency ensures that day-to-day operation supports key processes through setting clear performance requirements in the project parameters. Project parameters have been informally communicated in the past through management meetings, e-mail, and overall planning processes. The agency is working to standardize project parameters by documenting project requirements; reviewing those requirements at critical milestones throughout the project life cycle; including accountabilities for project requirements in EPMS objectives for employees critical to the success of the project; and through improving project management through leadership coaching and feedback to senior leaders. The agency's current automated financial management system has made it difficult to track budget figures "real-time," which has an impact on meeting performance requirements. A new Enterprise Resource Planning (ERP) system will be brought on line in the next fiscal year to assist with "real-time" budget management.

6.3. What are your key support processes, and how do you improve and update these processes to achieve better performance?

Several support processes assist with supplying agency services and with coordinating services across the variety of activities for which the agency is responsible. Key support processes for fulfillment of the agency's mission include:

- Information technology
- Operating budget processes
- Human resources
- Finance and accounting services
- Facilities management
- Research and development
- Administration
- Legislative and public affairs
- Organizational development and accountability

Within each support process, key managers empower employees to review processes and work to implement improvements and updates. The agency recently added a position to help address

process improvement, organizational performance, and accountability across the agency. The manager for Organizational Development & Accountability has already provided critical process and system performance assistance with the agency's annual marketing plan development, strategic planning processes, and the agency's accountability and performance measures processes.

Division and Office Directors continuously examine and analyze the processes they coordinate to find ways to improve them. The responsible Office Directors with the Director of the Administration Division have worked to revise finance, budget, and accounting processes to provide better efficiencies. The recent addition of the procurement credit card in the last fiscal year has saved the agency time and dollars in processing vouchers, which this year has freed up one staff person from procurement to help with a chronic overload of work in the payables section. Recently the Director Finance worked with the Comptroller General's Office to create efficiencies in processing credit card receipts from the State Parks Service.

The Office Director for Information Technology works with his staff to conduct a year-end review of services to identify opportunities to improve their processes. As part of the review, the office invites and solicits input from across the agency. The office reviews the past year's performance against the mission of the agency and the IT office and the key service principles for each section of the IT office. As a result of the year-end review, the office prepares plans for the upcoming fiscal year. Examples of updates and improvements made to IT processes include:

- User submission of Help Desk request via a web browser for improved response time;
- Publishing a quarterly training calendar so users can plan ahead; and
- Training section meeting with Office/Division Directors to identify office-specific IT training.
- Development of Data Update policies/forms for Enterprise database.

In the upcoming fiscal year (FY 01/02) the office drafted a customer service survey that has been implemented via the agency's intranet and through IT's electronic help desk. Information from the customer survey will provide data for improving not only IT processes but also overall customer service.

6.4. How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance?

In working with other state agencies as partners, PRT has gained cost savings, process efficiencies, and results critical to the well-being of the citizens of the state. To improve organizational performance, the agency manages supplier/contractor/partner activities based on the unique requirements of each project or service. PRT also brings the philosophy to each supplier/partner that it is the relationship between the supplier/partner and the agency that will best serve the citizens of the state.

PRT has worked closely with the Department of Commerce in implementing an economic development strategy for South Carolina. The PRT Director serves on the Economic Coordinating Council (one of ten members) and is one of five members on the Executive Committee and an alternate on the Enterprise Committee. The Director also traveled to Washington, D.C. to meet with each member of our Congressional Delegation to request federal funding assistance, especially for parks-related initiatives. This visit resulted in a letter from the

Congressional Delegation to the Army Corps of Engineers and a meeting followed; Congressman Spence's chief of staff personally visited Hunting Island to witness beach renourishment needs. Congressional representatives also participated in successful efforts to obtain funds to enable the state to acquire a tract of land in the vicinity of Landsford Canal. The Director also worked with Congressman Jim Clyburn's office in planning the Congressional Black Caucus meeting in Charleston in June 2001.

Within the agency's Tourism Division, a long-term partnership with the Leslie Agency, is brought into agency marketing strategy development sessions, as well as key meetings on advertising and promotional campaigns. Leslie's involvement in marketing planning has helped ensure cost efficient, integrated, effective advertising, and promotions. Currently, the agency has an on-going relationship with Integrys on the development of the new web portal and is building a relationship with Syneractive, Inc., the company that is providing direction for e-marketing of the agency's new consolidated web portal system.

Another example of a best practices partnership was the development of the Tourism Satellite Accounting (TSA) system through the agency's partnership with the World Travel & Tourism Council (WTTC). Through this partner relationship, South Carolina was one of the first state or provincial governments in the world to quantify the far-reaching contribution of travel and tourism using the TSA guidelines recently endorsed by the United Nations. Adaptation of the methodology at the state level was a collaborative effort among PRT's research section, WTTC, and their sub-contractor WEFA, Inc.

PRT also partners with other organizations through the grant funds that the agency distributes. Grant programs include:

- Tourism Marketing Partnership Program (50-50 reimbursable matching)
- Heritage Corridor Development Grants (50-50 matching)
- Park & Recreation Development Fund (80-20 matching)
- Recreation Land Trust Fund (50-50 matching)
- Land & Water Conservation Fund (50-50 matching)
- Recreational Trails Program (80-20 matching)

The Tourism Marketing Partnership Program provides grants for non-profit and governmental organizations to develop marketing materials and purchase advertising that are in line with PRT's marketing strategy for the state. Heritage Corridor Development Grants are available to non-profit and governmental organizations located within the fourteen (14) county SC National Heritage Corridor. The Park and Recreation Development Fund is available within each county of the state for planning and development of new indoor or outdoor public park and recreation facilities or renovations to existing facilities.

At no cost to the Department of Natural Resources, PRT's IT staff provided support in technology training. In a partnership with the Department of Natural Resources, PRT is working to open a new educational and interpretive center to showcase Edisto Beach State Park and the Ace Basin. This partnership is managed through a Memorandum of Understanding (M.O.U.) that is reviewed and updated by project managers for PRT and DNR.

The Heritage Corridor program is working with Clemson University on two levels. Clemson Extension Service operates the Corridor field program under a Memorandum of Agreement (M.O.A.) This program leverages limited dollars in operating the program with Clemson using the funds to pay for salaries and travel and providing through their operation the physical space, administrative support and supervision to field personnel. Additionally, Clemson manages the first Heritage Corridor Discovery Center also under an agreement with PRT. This agreement leverages the staffing and operations money available for the program with the ongoing staffing and programming activities of the South Carolina Botanical Garden, which shares the visitor services mission in the center.

The Corridor also was able to partner this year with the South Carolina Arts Commission in jointly providing the match to a National Endowment of the Arts grant to fund research into the folklore and traditional arts of the Heritage Corridor. A partnership with the South Carolina State Museum Commission was able to provide the historical narratives that support the development of a master interpretive plan and the creation of exhibits in the first Discovery Center.

As an example of public/private partnership the agency is helping with the Lake Greenwood Conservation Education Center. The development of a new multi-use center in Lake Greenwood Recreation Area includes a conservation/education exhibit area, classroom space, meeting space with breakout areas and catering kitchen, park offices, and public restrooms. In addition to \$1,000,000 in bond funds authorized by the legislature, approximately \$500,000 has been donated by private companies and \$250,000 has been donated by Greenwood County. An inter-agency project is occurring in the H. Cooper Black, Jr. Memorial Field Trial Area and participating agencies include the Forestry Commission, PRT, and the Department of Natural Resources. This partnership is a forest-based recreation project located in Chesterfield County. It includes ponds, twenty-five miles of hunting trails, equestrian trails, show ring, horse stables, a central meeting facility, dog kennels, camping areas with comfort stations, and infrastructure for these core facilities. Total project cost is \$923,000 and PRT is providing all engineering and construction administration for the project.

## Category 7 – Results

7.1 What are your performance levels and trends for the key measures of customer satisfaction?

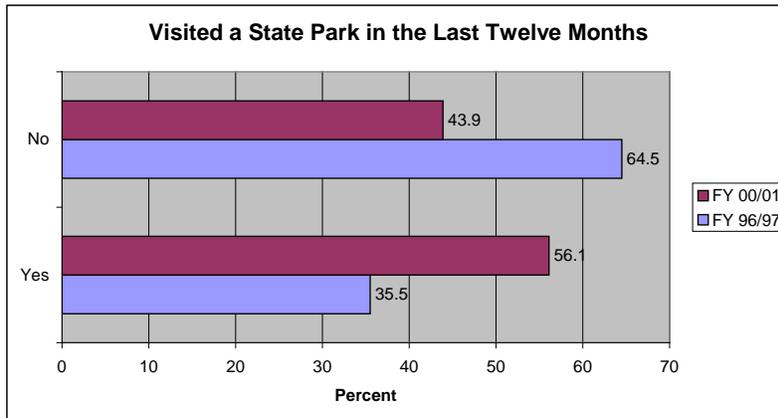


Figure 7.1.1

In a survey conducted by the University of South Carolina's Institute of Public Affairs, during the spring of 2001, 870 South Carolinians were randomly sampled by telephone. Respondents who had been to a state park were asked how satisfied they were with their visit. The results indicate that South Carolinians generally feel positive about their visit: 65.3% were very satisfied and 30.3% were somewhat satisfied.

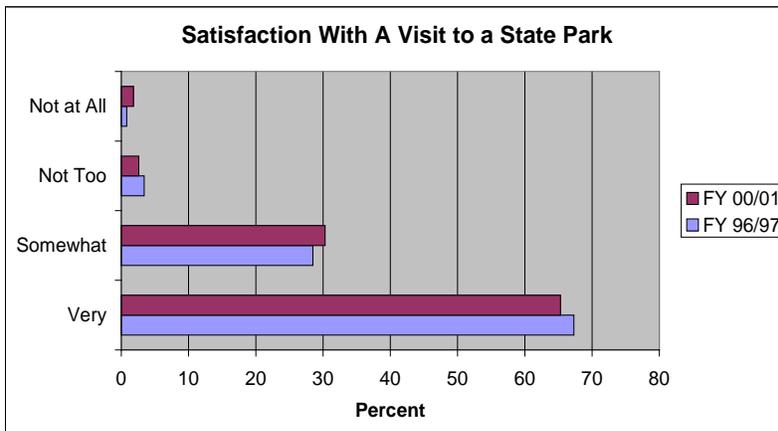


Figure 7.1.2

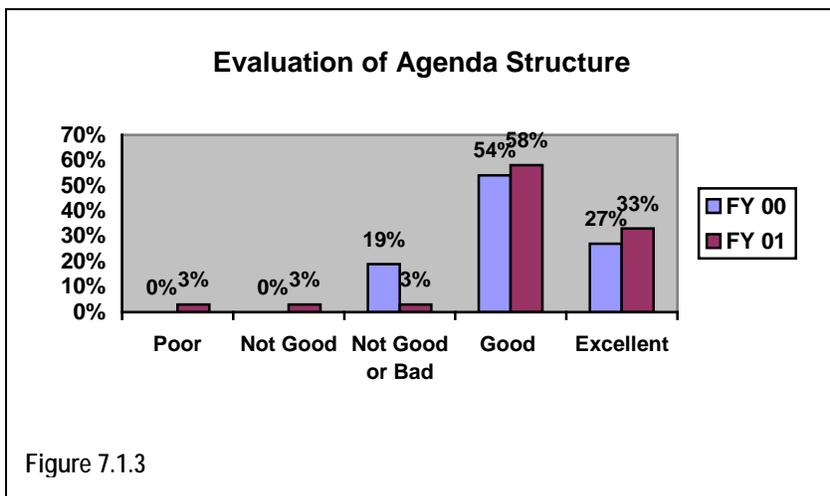


Figure 7.1.3

Attendees at each Governor's Conference on Tourism and Travel complete an evaluation on conference components. These results show that attendees consistently rate the Conference's Agenda Structure as "Good" or "Excellent."

The performance levels of the Domestic Consumer Leisure advertising campaign in FY99/001 and FY00/01 were measured utilizing Strategic Marketing Research, Inc (SMRI). The South Carolina ad was a clear winner as compared to the others in FY99/00. While South Carolina benefited from weak competition last year, the same ad faced a greater challenge this year. The findings demonstrated that South Carolina television ads were rated highly by consumers despite increasing competition. (First wave 2001 Ad Effectiveness Report, SMRI)

The South Carolina ad was a clear winner as compared to the others included in this study. While South Carolina benefited from weak competition last year, the same ad faced a greater challenge this year.

**FY 1999-2000 Ad Effectiveness Factor Ratings  
Comparative Ratings of Television Ads**

Figure 7.1.4

<b>Attribute</b>	<b>Georgia</b>	<b>Florida</b>	<b>SC</b>	<b>NC</b>
Believable	3.9	3.7	4.2	3.6
Makes me more interested	3.3	3.2	3.9	3.1
Shows attractions I'm interested in	3.3	3.1	4.0	3.1
Spring weekend trip	3.4	2.8	3.6	3.1
<b>Average State Score</b>	<b>3.5</b>	<b>3.2</b>	<b>3.9</b>	<b>3.2</b>

**FY 2000-2001 Ad Effectiveness Factor Ratings  
Comparative Ratings of Television Ads**

Figure 7.1.5

<b>Attribute</b>	<b>Georgia</b>	<b>Florida</b>	<b>SC<sup>1</sup></b>	<b>NC</b>	<b>VA</b>
Believable	3.3	4.0	3.9	3.9	3.9
Makes me more interested	2.8	3.7	3.6	3.5	3.7
Shows attractions I'm interested in	2.8	3.7	3.6	3.4	3.7
Spring weekend trip	2.7	3.0	3.3	3.2	3.4
<b>Average State Score</b>	<b>2.9</b>	<b>3.6</b>	<b>3.6</b>	<b>3.5</b>	<b>3.7</b>

(First wave 2001 Ad Effectiveness Report, SMRI)

The FY99/00 and FY00/01 TV ads had very similar themes, messages, imageries, associations, and deliveries – yet consumer response was significantly different. The (new) ads were rated lower than the original in all four categories.

This same study showed consumers recognized an improvement in the content of fulfillment materials. (1999 vs. 2000 Fulfillment Materials Assessment, SMRI)

Both packages earned *very good* ratings -- 4.1 for the 1999 package and an even higher 4.4 for the 2000 material. The most significant ratings increase was realized for *providing the information that people wanted*.

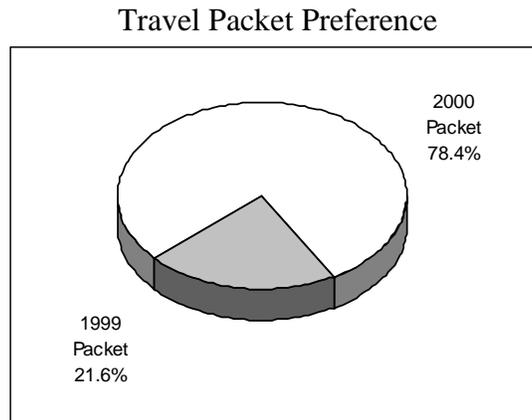


Figure 7.1.6

In addition, consumer have a high satisfaction with South Carolina's fulfillment process. (Spring 2000 Conversion Study, SMRI).

- Over 80% of callers to the 800 number are very satisfied with their service.
- Most respondents (83%) said they received the travel guide in time to help them plan a trip, but 17% indicate otherwise (This information not reflected in graph below).

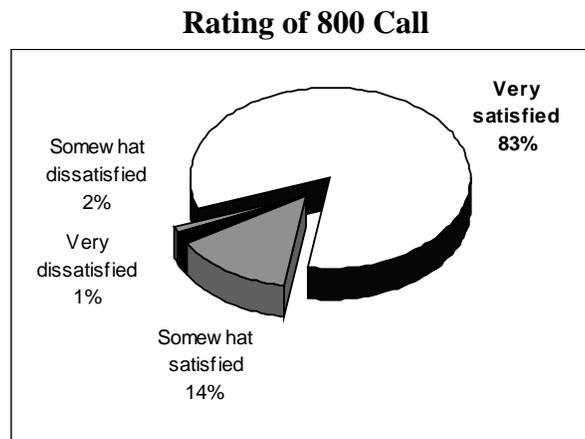


Figure 7.1.7

New TV ads were not rated as well as old TV ad

(First Wave 2001 Ad Effectiveness Report, SMRI)

The two South Carolina ads had very similar themes, messages, imageries, associations, and deliveries – yet consumer response was significantly different. The (new) ads were rated lower than the original in all four categories.

**FY 2000-2001 Ad Effectiveness Factor Ratings  
South Carolina Television Ads**

Figure 7.1.8

<b>Attribute</b>	<b>SC<sup>1</sup></b>	<b>SC<sup>2</sup></b>	<b>SC<sup>3</sup></b>
Believable	3.9	3.6	3.5
Makes me more interested	3.6	3.2	3.2
Shows attractions I'm interested in	3.6	3.2	3.2
Spring weekend trip	3.3	3.1	3.0
<b>Average State Score</b>	<b>3.6</b>	<b>3.3</b>	<b>3.3</b>

(First Wave 2001 Ad Effectiveness Report, SMRI)

<sup>1</sup>Smiles TV Ad run in Spr2000 and Spr2001

<sup>2, 3</sup>Smiles TV Ads run only in Spr2001

7.2 What are your performance levels and trends for the key measures of mission accomplishment?

From October through December of 200, the Agency Director made presentations during eleven Town Hall meetings to over 145 participants to convey the economic impact of the agency and to get acquainted with the tourism industry.



Figure 7.2.1



Figure 7.2.2



Figure 7.2.3

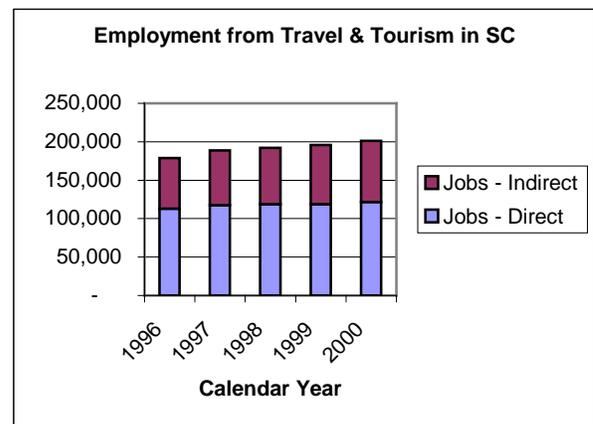


Figure 7.2.4

The Travel and Tourism Industry in South Carolina directly produced \$5.2 billion of Gross State Product (GSP) in calendar year 2000. The direct and indirect effect in 2000 was \$9.1 billion, or 8.1% of the state's total GSP. (Gross State Product is the main descriptor of economic production in the economy and includes wages/salaries, transaction taxes, profits, depreciation and subsidies.)

In 2000, Travel and Tourism Industry jobs in South Carolina totaled 121,700, or 6.1 percent of the total workforce. A total 201,100 jobs (direct and indirect) were generated by Travel and Tourism across the broader spectrum of the economy, including employment by travel agencies, as well as government agencies and suppliers serving the travel and tourism industry.

Visitor exports, which are the expenditures of out-of-state visitors on goods and services, are the largest component of Travel and Tourism Demand in South Carolina at \$6.6 billion in 2000. Travel and Tourism merchandise, referred to as Non-Visitor Exports, exported in 2000 totaled \$1.8 billion. Out-of-state visitor expenditures and travel and tourism merchandise exports combined totaled \$8.4 billion, approximately 13.5% of total state exports.

In 2000, Travel and Tourism capital investment in South Carolina totaled \$1.5 billion. The private sector invested \$1.4 billion in new construction and equipment expenditures, while the public sector invested \$132 million.

Travel and Tourism generated \$596 million in tax revenues for local, state and federal governments. In comparison, government operational and capital expenditures on the Travel and Tourism Industry totaled \$499 million in 2000.

Another performance level as a key measure of accomplishing PRT's mission is demonstrated in a study conducted by SMRI. This study confirmed total ad awareness (Domestic Consumer Leisure market) increased in the Spot Market Areas (First Wave 2001 Ad Effectiveness Report)

- Awareness of advertising went from 48% to 64% this year (*in the four spot markets*).  
 Group I: Spot Markets (Atlanta, Augusta, Charlotte, Greensboro)  
 Group II: Non-spot Markets within a 350 mile radius of SC  
 Group III: Market between a 351 and 750 mile radius of SC

**How Many People saw at least One SC Ad?  
(Any format)**

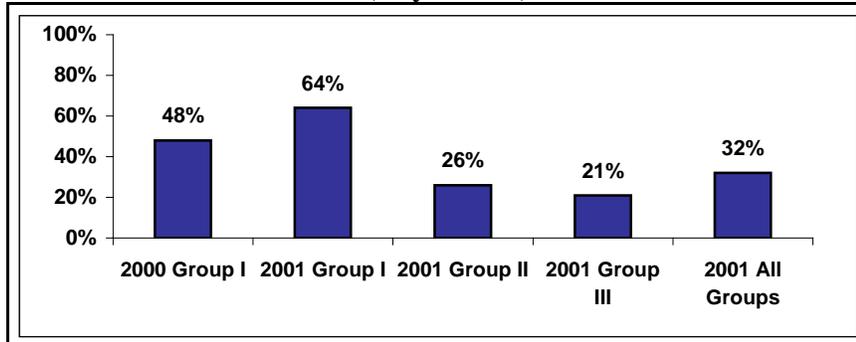


Figure 7.2.5

Although measurement of the travel PRT influenced is unavailable until late fall, large increases in travel and ad awareness may indicate a very successful Spring 2001 campaign (From first wave 2001 Ad Effectiveness report)

- A 50% increase in the actual number of ad aware people who visited South Carolina.
- The difference in ad awareness and travel to South Carolina between Group I and Group II could have been due to the combination of television advertising and print advertising that was placed in the spot markets only (Group 1).

Figure 7.2.6

	% Exposed	Net Travel to SC
<b>Group I 2000</b>	<b>48%</b>	<b>12.2%</b>
<b>Group I 2001</b>	<b>64%</b>	<b>18.4%</b>

Figure 7.2.7

	% Exposed	Net Travel to SC
<b>Group I 2001</b>	<b>64%</b>	<b>18.4%</b>
<b>Group II 2001</b>	<b>26%</b>	<b>8.1%</b>

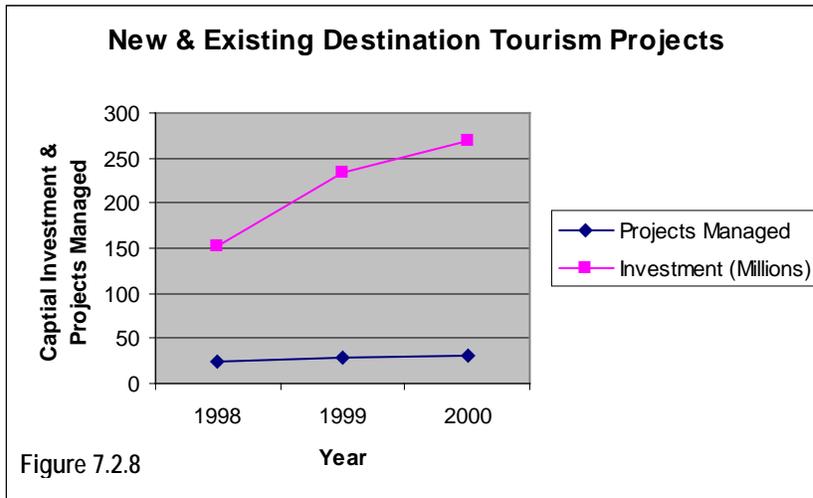


Figure 7.2.8

This chart shows an increase in number of projects managed and the amount of capital investment. Capital investments are allocated in the year the investment is actually realized; the agency does not allocate 100% of the investment in the year the project is announced.

Examples:

Broadway at the Beach  
Grande Dunes

Barefoot Resort

Paramount's Carowinds

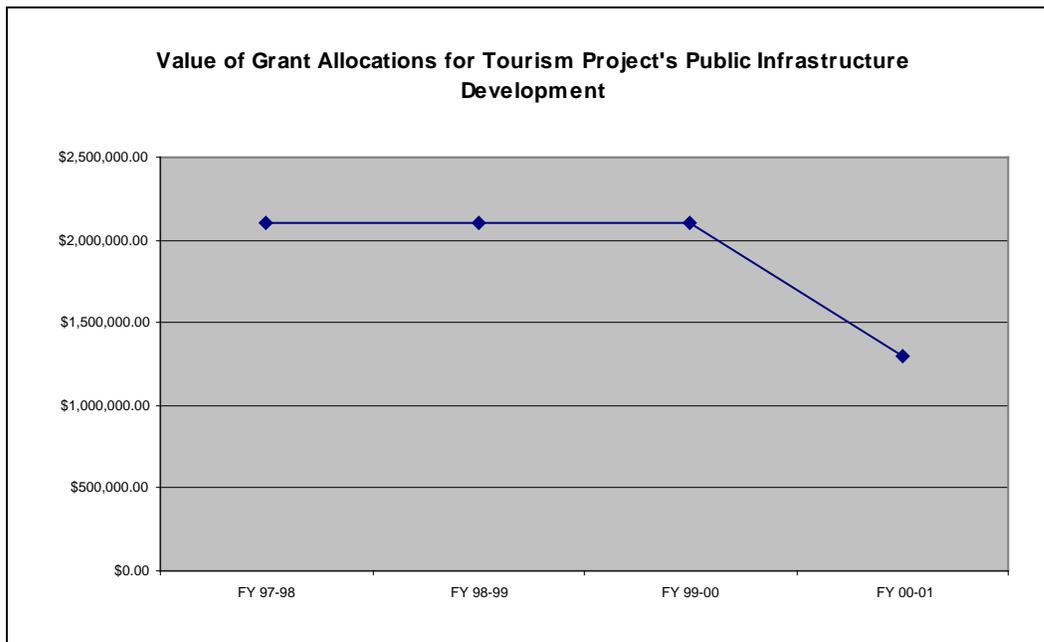
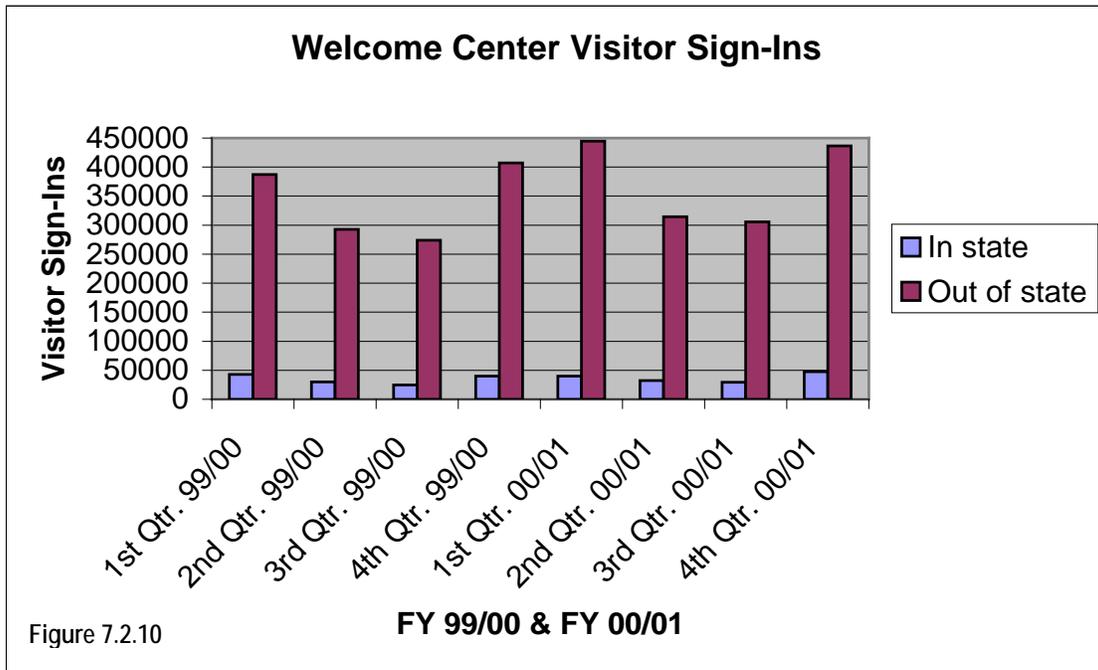
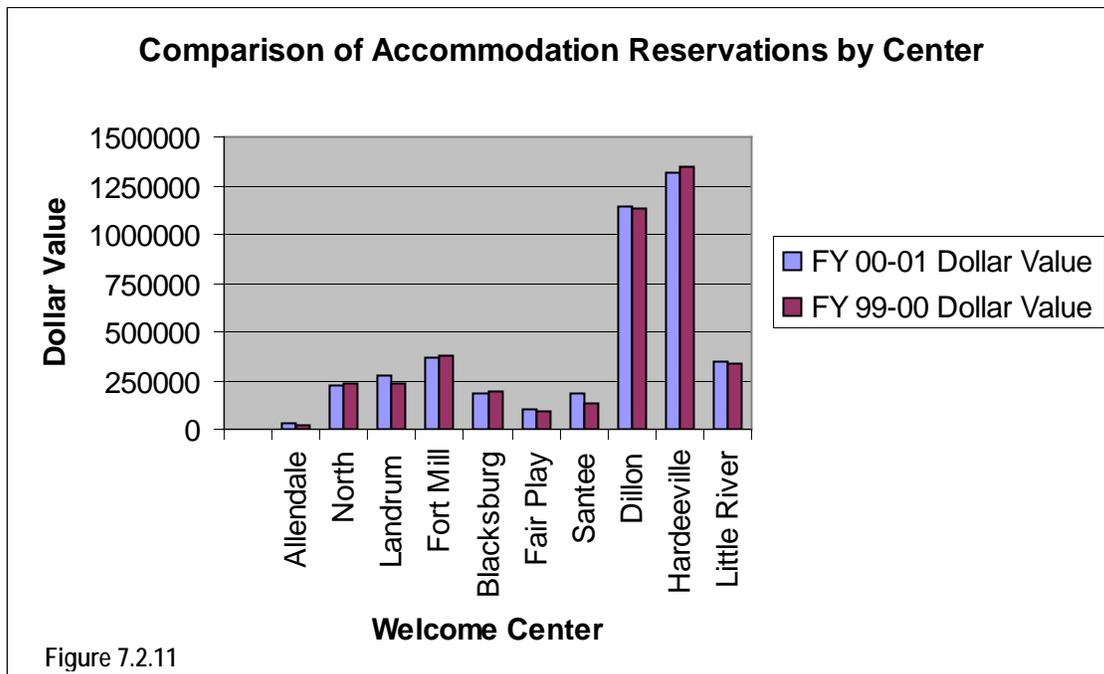


Figure 7.2.9

Fewer public funds are being allocated to infrastructure for tourism projects. However, the increased investments represent projects where infrastructure funds were spent in previous years.

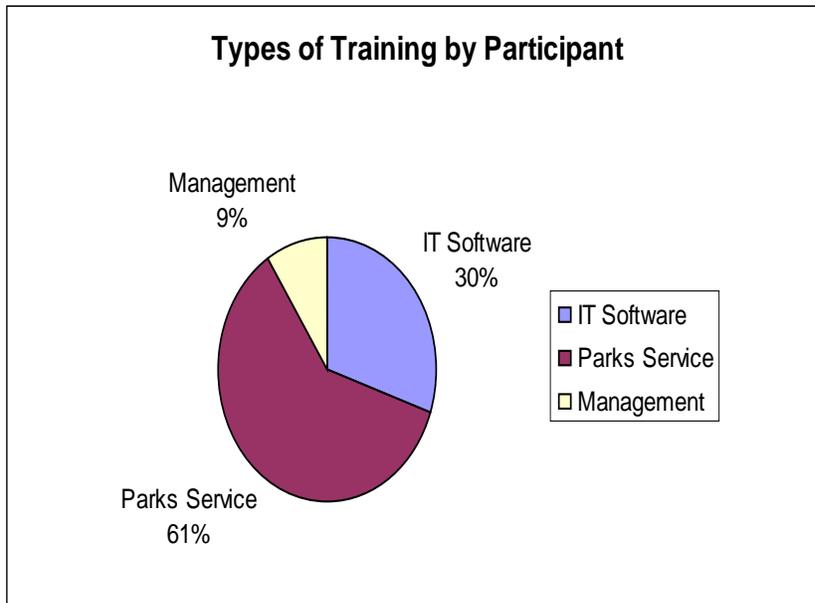


South Carolina's ten Welcome Centers, strategically located at key entry points to the state, provide travel information and assistance to the state's visitors, directly supporting the agency's mission to discover the state's resources. Welcome Center sign-ins increased by 10.2% in FY 00/01 over the previous fiscal year.



Welcome Center staff provide free accommodation service to visitors as a strategy for positively impacting the state's tourism economy. In FY 00/01, Welcome Center staff made accommodation reservations with an economic impact of \$4.17 million. The previous year, the economic impact of the reservations totaled \$3.7 million. The economic impact figures are derived by multiplying the number of room nights by the average room rate. The average room rate in 2000 was \$68.80. The rate was \$66.78 in 1999.

7.3 What are your performance levels and trends for the key measures of employee satisfaction, involvement and development?



The agency designated and equipped four Regional Training Sites for agency employees. Each site is located at a State Park facility. Covey management training was provided by PRT staff at a cost savings of \$7,700 per 25 participants.

Figure 7.3.1

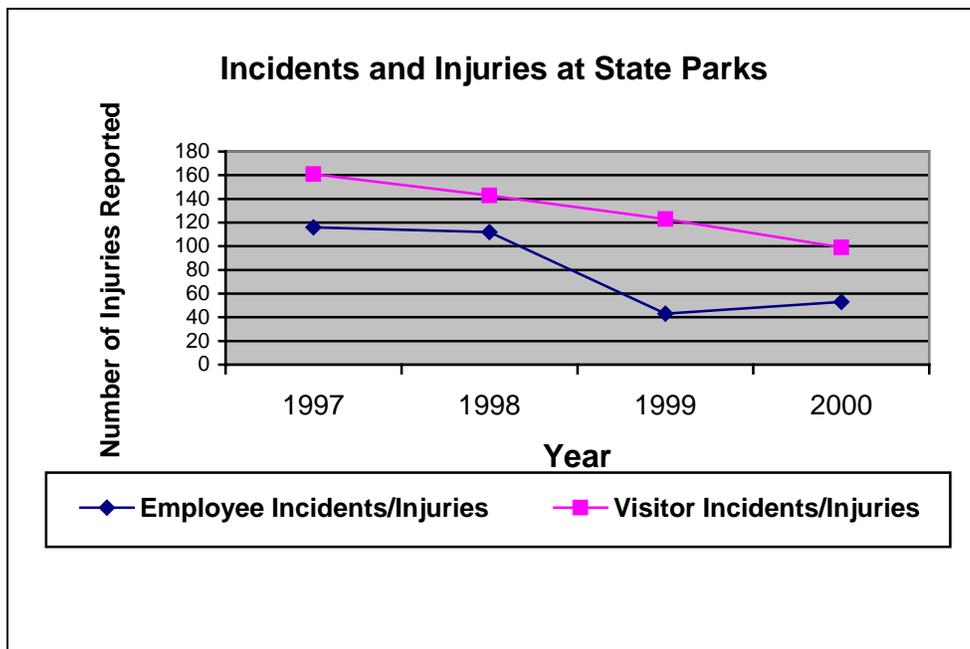


Figure 7.3.2

Since implementing a comprehensive training program and tying it to the Park System’s strategic goals, there has been a decline for number of incidents and injuries.

7.4 What are your performance levels and trends for the key measures of supplier/contractor/partner performance?

PRT has operated the Tourism Marketing Partnership Program, or TMPP, for twenty-one years. This program, open to non-profit organizations, provides matching funds for out-of-state marketing promotions. This year a cost vs. benefit analysis and economic impact was compiled for each project funded. This will enable PRT to fund projects that demonstrate the highest rate of return to the state's economy.

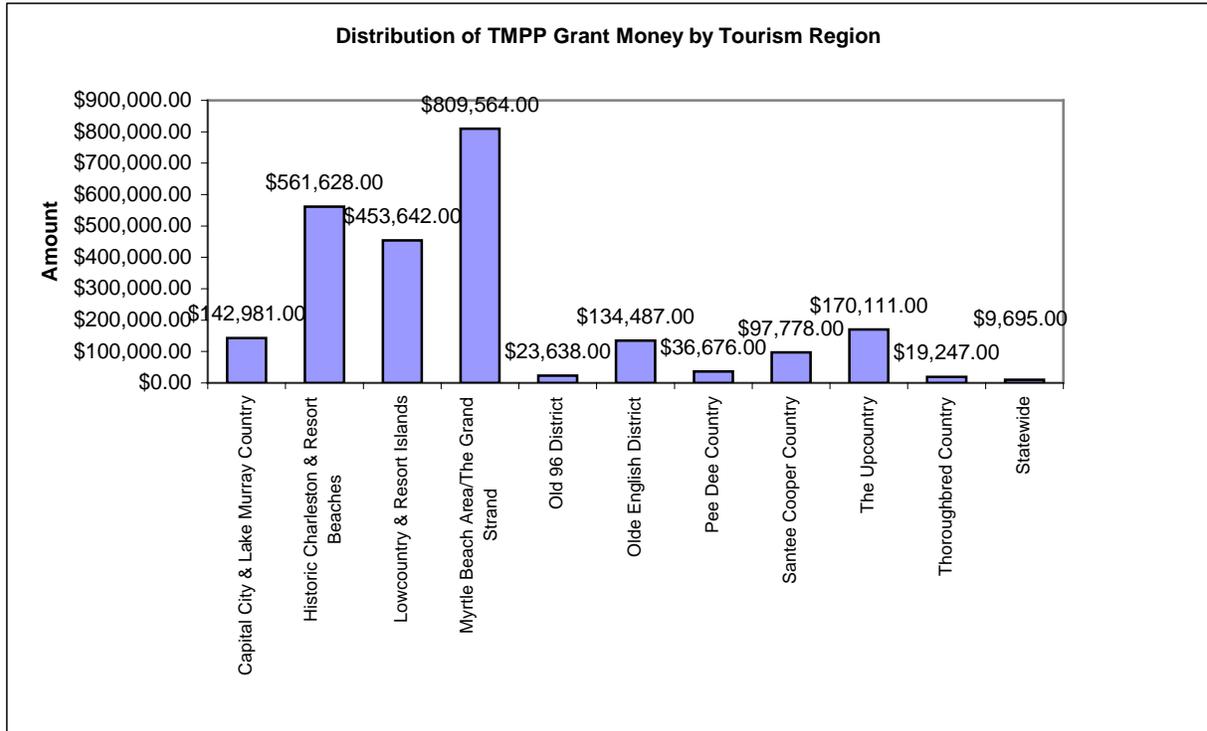


Figure 7.4.1

One of the performance levels used to measure Leslie Advertising, a contractor for marketing services, is the use of partnership programs to leverage state dollars. For example, “value-added” enhanced the Domestic Consumer Leisure media budget through rate negotiation, added promotional exposure, bonus space and time.

FY 2000/01 Media Budget - \$2,443,802

FT 2000/01 Added Value - \$2,201,547

Total Value - \$4,645,349 or 90% Added Value or a \$2:\$1 return on investment

FY 2000/01 In-State Media - \$282,597

FY 2000/01 Added Value - \$1,005,790

Total Value - \$1,288,387 or 356% Added Value or a \$5:\$1 return on investment

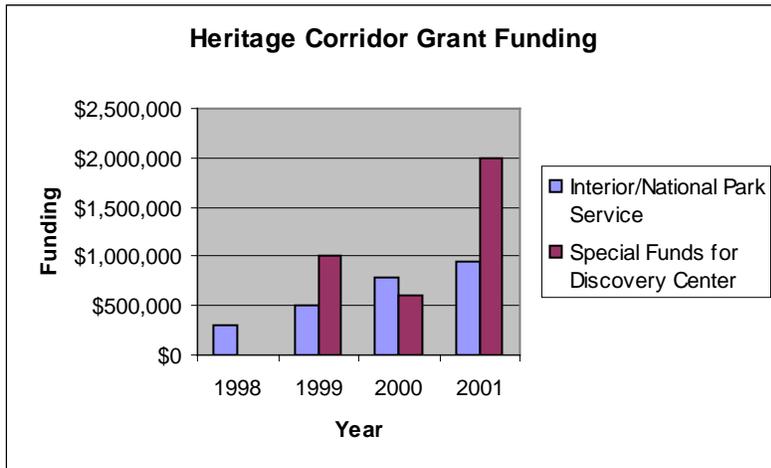


Figure 7.4.2

In addition, federal and state fiscal support has grown incrementally for the South Carolina National Heritage Corridor and the related Discovery Center program, over the last four years. Therefore, the economic importance of this partnership is recognized via the increasing funding support.

7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship?

The agency has received the audit for the year ending June 30, 2000. PRT agrees with the findings of the Office of the State Auditor and is working to resolve all issues brought forward in the audit. However, several of the findings are related to the constraints of the current financial system. All budgeting is transacted through the Office of State Budget. PRT complies with all STARS regulation requirements of the State Appropriations Act and all Federal Grant requirements according to Generally Accepted Accounting Principles. Assisting in this function, the agency uses an internal audit staff that provides audit and review of PRT's financial controls and systems.

While South Carolina State Parks rank 25<sup>th</sup> in total visitation nationally, PRT ranks 9<sup>th</sup> in self-sufficiency at a 61% level. PRT also provided on-site technical assistance to over 40 communities in the areas of park administration, trails, and other resource-based amenities.

The PRT Directorate is responsible for maintaining oversight of the agency's emergency preparedness, response, recovery and mitigation activities to include the daily management of the agency. PRT's Research and Statistics team provides critical visitor number data to the State Emergency Preparedness Division to assist in evacuation planning. The State Park Service provides expert assistance in the area of Rural Search and Rescue as required. The Directorate's Communication Director is responsible for the state's coordination efforts with emergency management personnel at the state, local and national levels. During an emergency, the agency in general, under Directorate oversight, is responsible for tourism related internal and external communications.

7.6 What are your levels and trends of financial performance?

SOUTH CAROLINA DEPARTMENT OF PARKS, RECREATION AND TOURISM  
SOURCE OF FUNDS ANALYSIS  
FISCAL YEAR 1999 THROUGH FISCAL YEAR 2002

	Fiscal Year 1998-1999	Fiscal Year 1999-2000	Fiscal Year 2000-2001	Fiscal Year 2001-2002
State Appropriations				
Recurring				
SCATR	825,000.00	1,375,000.00	1,375,000.00	1,375,000.00
Contributions	381,552.00	381,552.00	441,552.00	441,552.00
Operations	-	26,988,464.00	32,128,083.00	31,538,083.00
Non-Recurring				
		8,000,000.00	4,000,000.00	2,000,000.00
Earned Funds				
Admissions Tax	27,332,848.00		-	
Park Revenue	15,000,000.00	15,200,000.00	15,700,000.00	15,700,000.00
Total Funds	43,539,400.00	51,945,016.00	53,644,635.00	51,054,635.00

In Fiscal Year 1998-1999, Parks, Recreation and Tourism operated on Admissions Tax Revenue and Park Revenue for its operations. In Fiscal Year 1999-2000 Admissions Tax funding was traded out for State Appropriations. We also received \$8million in non-recurring funds to stabilize our agency spending. This non-recurring money was used to repay the PARD loan (\$4million) that we were using to operate and to help PRT regain the lost market share that we had lost due to the lack of funding. In Fiscal Year 2000-2001 we were able to annualize \$4million of the \$8million and received the remainder in non-recurring. Due to the agency budget reduction in Fiscal Year 2001-2002, PRT was not able to annualize the remainder of the \$4million.

Figure 7.6.1

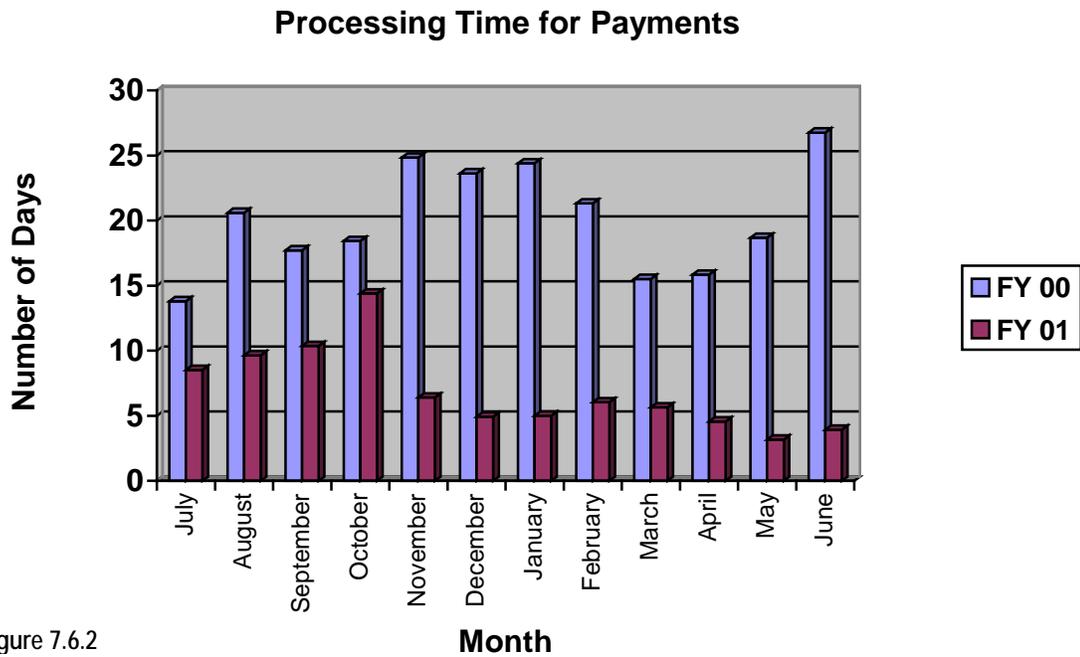


Figure 7.6.2

Due to improvements made by using procurement cards in the voucher process, number of vouchers in the system have decreased by 21% from FY 99/00 to FY 00/01.

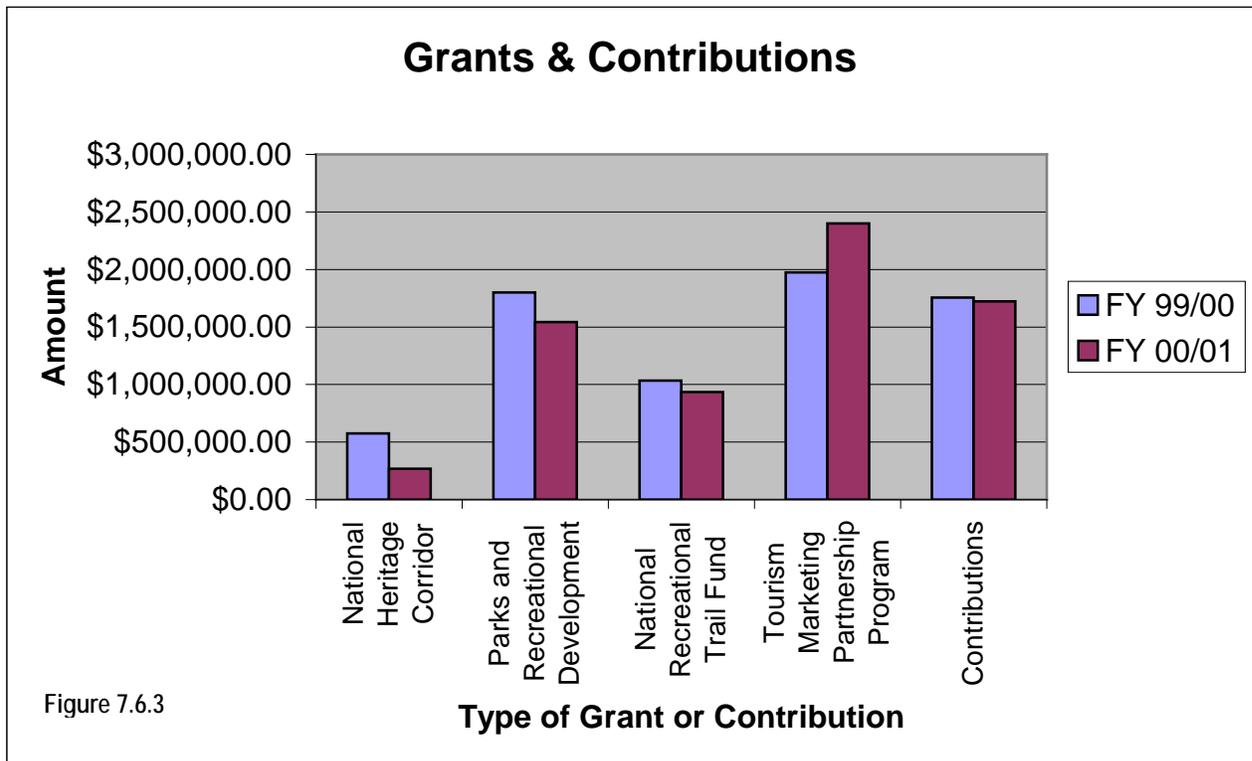


Figure 7.6.3