

South Carolina Department of Parks, Recreation & Tourism



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Annual Accountability Report

FISCAL YEAR 2001-2002

Section I – Executive Summary

Mission And Values

The staff and leadership of the SC Department of Parks, Recreation, & Tourism (PRT) are totally committed to the mission of the agency and passionately believe in providing exceptional service to the citizens of South Carolina. Accountability at PRT is both a measurement system and a relationship system. In the face of the September 11 national tragedy, everyone in the agency kept a clear focus on the personal relationships involved in providing services and in reporting accountability for the service that is provided. Whether it is a park visitor, a recreation enthusiast, or a tourism visitor to the state, PRT employees work together to help each of these unique individuals discover the cultural and natural resources that our state offers. Additionally, employees work hard to balance the needs of future generations of visitors without sacrificing the resources of today.

Key Goals

From the development last fiscal year of the PRT Strategic Plan, agency leadership is working to establish operational goals to guide both day-to-day delivery of service and future opportunities. This fiscal year, an Organizational Plan has linked the long-term results of the Strategic Plan to implementation of the agency's key service action plans.

Key Result 1 Develop and implement policies, plans and programs that best serve the people of South Carolina, consistent with PRT's mandate.

Key Result 2 Take a leadership role in stewardship efforts of cultural and natural resources statewide.

Key Result 3 Encourage economic and community development consistent with market demand and conservation of the states resources.

Key Result 4 Increase awareness and support of parks, recreation, and tourism and the agency's programs.

Key Result 5 Have a trained, motivated, diverse workforce.

Opportunities & Barriers

When the tragic events of September 11 occurred, the PRT Leadership realized the downturn, which the state's top industry -- tourism -- would experience; the Director began communicating with industry leaders statewide. Based on those conversations, and proactively working in conjunction with the Deputy Directors and Agency Division Directors, he developed strategies to speed the industry's recovery. Among those initiatives were the convening of the Governor's Summit on Travel and Tourism, the establishment of the Tourism Resilience Committee, and the development of a Ten-Point Plan.

The importance of increasing promotional efforts during economic downturns is outlined by the Association of Business Media Companies and includes maintaining or increasing marketing efforts during economic downturns. History and well-documented research have proven that organizations that maintain or increase their promotional investments

in periods of economic downturns increase their sales and share of market, both during and after the downturn.

In the wake of continued budget reductions within the agency, the agency made several strategic decisions and implemented key action plans that resulted in major achievements for the state and the agency.

Major Achievements from FY 01/02

All strategic plans are eventually put to the test. For PRT, this test came on the heels of the tragic events of September 11, 2001. Those events, coupled with an already declining national economy, led to significant disruption and posed a serious challenge to the nation's travel and tourism industry. Acting swiftly, PRT organized and hosted the Governor's Summit on Tourism and Travel on October 8th. Following September 11th, the Tourism Resilience Committee developed a strategy for coping with the current challenge to South Carolina's travel and tourism business. A 10-point plan of action was developed to bolster the state's sagging tourism economy.

The Tourism Division prioritized its sales programs and eliminated programs in the weaker Japanese and Brazilian markets in order to minimize the adverse impact of budget reductions on sales and marketing programs in the stronger markets of United Kingdom, Ireland, and German-speaking countries. PRT will continue to have a modified presence in Japan and Brazil through its member alliance with Travel South, USA, a 12-state consortium that markets its member states and South Carolina internationally.

Many of our neighboring states are also experiencing significant shortfalls to their treasuries; however, despite this, only Florida and South Carolina worked to increase their tourism marketing efforts beyond their original plans for the current fiscal year. This is a competitive advantage that South Carolina capitalized on – and the results speak for themselves.

Tourism

The Agency established the PRT News Bureau as a tool to aid in communicating information about the agency's programs, services, contributions, and accomplishments to industry partners, the state's residents, the broader business community, other state agencies, the Governor's Office, and members of the General Assembly. This innovative program draws on volunteer reporters/writers from across the agency to identify story ideas and develop press releases for distribution to in-state media.

PRT launched a new, online web portal in July 2001, which has enabled the agency to broaden its communication links. Simultaneously, the agency began to define characteristics of target audiences, identify opportunities to acquire contact and profile information from site visitors, establish demographic variables, and set requirements for acquiring and using data. The e-marketing strategic plan involved all key stakeholders whose activities impact the success of PRT's marketing initiatives.

The agency assigned resources in line with the Strategic Plan. PRT was able to accomplish the following with this year's Spring Campaign: 748 million + impressions, media investment \$3.4 million: total plan value \$11,474,731, and 200%+ increase in delivered value. The Fall Campaign provided the following: 37 million impressions on the basis of a media investment of \$20,685 with a total plan value of \$813,118 (93%

increase in delivered value over cost). PRT also launched a major Spring Campaign that yielded 748 million + impressions from a media investment of \$3.4 million with a total plan value \$11,474,731. This represents a 200%+ increase in delivered value over cost. The total net investment by industry partners in PRT's co-operative marketing programs totaled: *Smiles, Places, and Highways* - \$476,517, consumer media programs - \$270, 038, and total partner investment - \$746,555.

Through the Partnership Marketing Program PRT implements a cooperative advertising partnership program that leverages existing consumer advertising dollars to extend reach and frequency of South Carolina's brand identity. Due to the \$2 million recovery loan from the Budget & Control Board for marketing, the FY 2001-02 Media Plan provided partnership co-op opportunities for South Carolina industry partners – our biggest program ever.

State Parks

PRT continued to build support for the foundation and corporate partnership program to help leverage dollars for State Parks. During FY 2001-02, PRT has raised approximately \$298,000 in private donations to help meet our strategic goals, an increase of \$98,000 from FY 2000-01.

Within the State Park Service, numerous projects were undertaken. Lake Greenwood State Park received \$1 million in state bond funds supplemented with approximately \$460,000 in private donations and \$250,000 in local funds to construct an education and conference facility.

The Edisto Beach State Park Interpretive Center is currently under construction and ahead of schedule. The project was designed to promote the principles of stewardship and sustainability. PRT partnered with the Department of Natural Resources (DNR) to obtain Federal funding on the project. To date, the agencies have obtained \$3,388,798.00 of National Estuarine Research Reserve (NERR) grants and have used the Park property as a match to the grant. This facility will also help both agencies meet their goals in education and help stimulate the ACE Basin Project by providing one of the satellite visitor centers. PRT has applied and received preliminary approval on a Land and Water Conservation Fund (LWCF) grant for trails at Edisto Beach State Park.

Musgrove Mill State Historic Site partnered with the Palmetto Conservation Foundation to obtain additional funding and to develop interpretive materials. The site developed additional partnerships with the National Park Service and the Daughters of the American Revolution for interpretative displays and site interpretation at the park.

The Department of Health and Environmental Control (DHEC) /Office of Coastal Resource Management (OCRM) has provided \$4.2 million in funding to restore the beach at Hunting Island State Park. The Park is currently working with the Army Corps of Engineers to obtain Section 206 and Section 14 funding (\$5 million) to supplement the State funding for beach restoration.

An additional 1,049 acres has been protected around the 448-acre historic and natural area that is Landsford Canal State Park through a partnership with Duke Energy, Catawba Valley Land Trust (CVLT), the DNR, and the SC Forestry Commission. KVL T secured an option on the property and it was purchased by DNR through the federally

funded Forest Legacy Program. Management will be by PRT with assistance of the DNR and the Forestry Commission.

The Huntington Beach State Park Education Center was part of a DNR Stewardship Award winning project. PRT provided design and construction oversight for the facility. At this time, we believe the site is the first use of pervious concrete in South Carolina, which is being touted as a sustainable alternative to asphalt parking lots and trails. The facility teaches stewardship and diversity of habitats. The facility and Huntington Beach State Park staff were recently the recipient of a local award for stewardship called the Golden Oyster Award by Murrells Inlet 2007. The Park Staff continues to provide a first class educational experience for park visitors and school children through the Discover Carolina Program at this Education Center.

PRT continued to successfully operate the Discover Carolina Education Program at 21 State Parks across South Carolina. In addition, the agency continued a successful partnership with the SC State Department of Education to expand the Discover Carolina Education Program with approved core curriculum and approved lesson plans, which are now online at www.discovercarolina.com.

PRT partnered with the SC State Department of Education and Clemson University to complete the first Discover Carolina Teacher Workshop titled *From the Mountains to the Sea*. This is a weeklong training program for SC teachers on the natural resources found in SC State Parks. It is worth three graduate credit hours from Clemson University for participating teachers.

The State Park service designed and implemented the CENTS (Conserving Energy Now Through Stewardship) program at SC State Parks resulting in an overall reduction in energy costs throughout the park system as well as providing energy stewardship awareness to park visitors.

SC National Heritage Corridor

PRT has leveraged \$1.26 million in federal and private dollars for Heritage Tourism Development. This is leveraged through \$1 million in state bonds, and only \$218,000 in PRT salaries and operating funds.

Efficiency & Cost Savings

The Finance Office's reduction of staff time for new procedures in the tracking and verification of credit card payments by using Internet access process has improved the efficiency of the Revenue Section.

The Office of Technology Services set up the new Enterprise database, which replaced seven separate stand-alone database applications with one common shared database. The deployment of this database has resulted in cost savings of at least \$50,000 per year in man hours through the reduction of duplicated data entry, the sharing of common information across program areas, and enhanced reporting for accountability to management. The office also deployed a new Cisco PIX firewall, replacing the existing Raptor firewall product. The Office achieved cost savings by deploying two PIX firewalls to insure for redundancy and fail-over while decreasing network downtime and increasing network availability.

The Agency's Minority Business Utilization Plan has been approved, and over \$134,897 in goods and services have been procured year to date, exceeding the goals established. This represents 108% of our \$125,000. Cabinet Agency Training Consortium saved the agency \$16,475.00 in FY 2001-2002. In-house training has resulted in an agency cost savings of \$27,173.00 this fiscal year. In-house facilitation saved the agency \$18,700 in fees this fiscal year.

Section II – Business Overview

Today, PRT is one of South Carolina's most important state agencies. Last year, travel & tourism was a \$14.7 billion dollar industry in our State – our top industry. Almost 240,000 South Carolinians were employed (directly and indirectly) in our State's top industry. Travel and tourism generated over \$743 million in taxes, which represents 10% of all state and local taxes which were collected last year; those taxes collected statewide saved the average household in South Carolina \$486; and finally, for every tax dollar spent on travel and tourism operations at the state and local level, \$1.40 was returned in taxes alone.

South Carolina State Parks are attracting 8.7 million visitors a year, and the agency plays an important role in preserving unique properties and providing access to facilities across the state. PRT helps bring tourism-related development to communities, big and small, all over the state and the agency has assumed a leadership role with industry partners in promoting South Carolina's number one industry.

Employees

PRT's mission is 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. It 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. 546 classified employees serve the agency and services are enhanced through the support of 502 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 Discovery Center.

South Carolina's state parks are defined in many ways and valued on multiple scales. They encompass a variety of physical attributes, host a number of recreational and educational activities, and touch a spiritual plane for many visitors. Defined by both objective and subjective criteria — from plant species, carrying capacities and attendance figures, to scenic quality, historic and cultural value, and general ambiance — parks are a paradox. They are:

a haven for those who seek a natural respite from developed areas;

a step back in time at historic sites;

a hands-on classroom that challenges visitors to better appreciate their surroundings;
and

a place for families and friends to spend leisure time together.

Nearly 9 million people visited a South Carolina state park in 2001. 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. The state park system includes 45 operational parks and eight historic properties. The system also includes more than 1,500 separate buildings, 155 cabins, 80 motel rooms, 3,000 campsites, two 18-hole golf courses, two saltwater fishing piers, 42 ponds, 156 miles of paved roads, and more than 300 miles of hiking and riding trails. Day to day operation of the park service requires a full time staff of 400 and additional seasonal staff.



Parks are defined by the core resource of the property -- a natural feature, an archaeological site, or a combination of features. In the best of South Carolina's state parks, visitors are given the opportunity to experience the diverse natural and cultural resources that project the essence of South Carolina. From the southern edge of the Appalachian and Blue Ridge Mountains, to the tidal creeks and sand dunes of the Atlantic coast, South Carolina's state parks are located throughout the state and provide public access to many of the state's finest natural and cultural resources. Each of these regions reflects a unique topography, historic and cultural heritage, and offers visitors a broad range of recreational and learning experiences. 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

Special resource parks feature natural and cultural resources of such exceptional caliber they warrant special protection. These sites provide limited facilities and focus on protecting the natural resources and preserving the historical features.

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.

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.

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.

Tourism

One of tourism's greatest strengths as an economic driver is that it brings new dollars into the state's economy, rather than recycling existing dollars by shifting them from one part of the state to another. By almost any measure, tourism in South Carolina has proven to be a remarkably strong asset to the continued health of the state's economy. It has enjoyed a decade of continuous annual growth in visitor expenditures, jobs created, and state and local taxes generated. While not immune to the vagaries of a national economy, tourism is one of the first industries to rebound following a softening in the economy. The primary reason for this can be attributed to people's *psychological need* for leisure travel activities. Communities with diverse economies withstand economic shifts far easier than those tied to a single industry such as manufacturing or agriculture. Many of South Carolina's communities, recognizing the need to diversify their economies, turned to the inclusion of tourism as part of their economic development strategy mix. PRT works to create and sustain the brand image of the state; works with industry partners to leverage tourism investment through cooperative programs; conducts research to support industry decision making; and provides leadership to identify opportunities and to squarely face challenges to the state's tourism economy.

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.

Trade, Sports Development & International

The agency's staff has 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.

Welcome & Discovery Centers

The South Carolina Welcome Center Program exists to increase travel expenditures and expand economic development within the state's tourism industry. The centers offer services that simplify the travel experience for visitors and encourage them to stay longer and spend more money in the state.

Each year, over eight million domestic and international travelers and state residents rely on the wide variety of travel services offered at the state's welcome centers. The centers generate millions of dollars annually in additional travel revenue for the Palmetto State through such services as complimentary lodging reservations, complimentary attraction reservations, and proactive one-on-one marketing. During November of 2001, the agency closed the Allendale welcome center after a lengthy evaluation and has worked to assist local industry partners in making use of the facilities. 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.

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 Low Country history of 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



Maps are not to scale.

products relating to the Revolutionary and Civil War, political history, and agricultural and industrial themes.

Research & Business Development

The research and statistics staff provides 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.

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)	Boards & associations	SC taxpayers/citizens
Governmental partners	Political leadership	Endangered species
PRT employees	Future generations	Tourism industry partners

Key suppliers for PRT's services include the Leslie Agency, Excelorant, Parks Service Friends Groups, SMRI, and local chambers. As part of his proclaiming November 2001 to be "Rediscover South Carolina" Month, Governor Hodges called upon the media to help. PRT launched an economical, statewide public service campaign to emphasize the importance of the tourism industry to all South Carolinians. The two thirty second TV spots, a radio spot and a newspaper advertisement were produced with the invaluable help of the Leslie Agency and TVP Studios. Other key players in that partnership were the South Carolina Broadcasters Association and the State Press Association, both of which donated all the time and space to run the campaign. South Carolinians responded to the Governor's call and the strategy resulted in national recognition. The Telly Awards are judged against a high standard of excellence. They are some of the most sought-after awards in the commercial and video industry. The Rediscover South Carolina public service media campaign won three of the highly prestigious Telly Awards. PRT's long-term partnership with the Leslie Agency offers a fully proven, fully-prepared advertising and marketing partner with more than twenty-three years of experience and uncommon achievement in selling the South Carolina vacation travel experience.

Strategic Marketing and Research, Inc. provides consultation and implementation services, utilizing a blend of research, marketing, technology and insightful communication strategies. Beginning with an Advertising Strategy Development study for the Marketing Office of PRT in FY99/00 followed by studies of consumer usage of media and fulfillment materials in their trip planning process, SMARI annually assesses

PRT advertising awareness in South Carolina's primary visitor origin markets and conversion of PRT inquiries to South Carolina trips.

Excelorant is PRT's experienced partner for online strategy, usability, development, interactive and transaction based applications and web sites. In seeking to enhance the customer experience on the web site DiscoverSouthCarolina.com, PRT contracted with Excelorant to assess opportunities, identify alternative strategies, build and implement web site plans, refine and sharpen diverse approaches, and deliver results through strong customer knowledge and management.

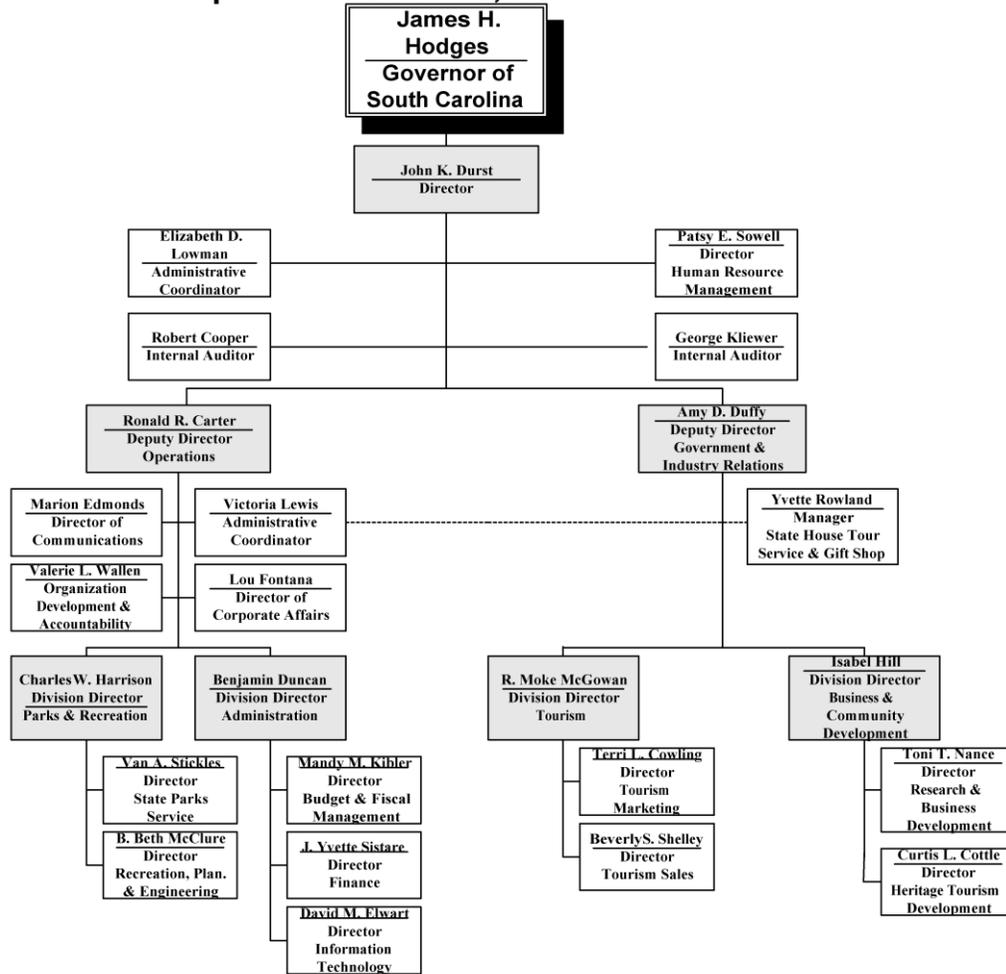
Friends Groups in South Carolina State Parks have become important resources in the daily operation and long-term management of parks. They are usually formed by a group of dedicated volunteers who help operate the park, acquire funding, plan special events, support specific projects and raise awareness of the value of state parks. Many of them are called "Friends of (the state park)" or "Partners for (the state park)" but they all support public recreation and resource protection by expanding services without expanding costs.

Organizational Structure

PRT was reorganized in August of 2001 whereby two deputy directors were appointed, forming a three-person leadership team to direct the agency strategically and on a day-to-day basis. One of the primary goals was to ensure PRT does the best job it can to align day-to-day responsibilities in a way that will maximize operational efficiency throughout our agency. This new leadership structure within the Office of the Director has enabled staff to more fully utilize the special and significant talents of each and every one in the agency at a time of new challenge and opportunity. These reorganization steps have arisen not only out of our strategic planning, but also from the need to make great strides toward achieving the goals set forth through Baldrige and with respect to our overall accountability to the Governor, the General Assembly, our other stakeholders, our fellow South Carolinians and us.

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 two Deputy Directors and the Communications Director. The four divisions of the agency are Tourism, Parks & Recreation, Business & Community Development, and Administration. Two areas provide service in the Tourism Division: marketing, and sales. 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 is 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, and information technology.

South Carolina Department of Parks, Recreation and Tourism



Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$18,777,247	\$14,302,543	\$18,979,389	\$14,262,853	\$18,216,827	\$14,563,650
Other Operating	\$24,316,944	\$11,008,291	\$20,824,546	\$7,940,313	\$24,208,723	\$10,445,345
Special Items	\$2,265,056	\$2,265,056	\$2,360,427	\$2,360,427	\$2,360,427	\$2,360,427
Permanent Improvements	\$8,147,538	\$535,000	\$4,418,766	\$61,000	\$0	\$0
Case Services	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$5,174,488	\$2,075,622	\$4,893,135	\$2,706,997	\$6,120,700	\$2,400,000
Fringe Benefits	\$4,998,730	\$4,566,229	\$5,388,407	\$4,462,245	\$5,420,956	\$4,464,386
Non-recurring	\$6,408,000	\$6,408,000	\$2,100,000	\$2,100,000	\$0	\$0
Total	\$70,088,003	\$41,160,741	\$58,964,670	\$33,893,835	\$56,327,633	\$34,233,808

Other Expenditures

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	\$6,408,000	\$2,100,000
Capital Reserve Funds	\$587,559	\$20,310
Bonds	\$5,281,427	\$2,482,843

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?

Senior leaders communicate direction through a variety of methods, both formal and informal. These leaders have used the agency's Strategic Plan as a *living* document and incorporated ongoing communication about strategic direction into all management and staff meetings. The Agency Director and Deputy Directors focus on face-to-face, personal contact with key agency leaders and meet on a weekly basis to discuss progress on key projects and against the Strategic Plan. Critical items from the meeting are communicated to Division Directors during their weekly meeting and / or each Division Director's bi-weekly meeting with their Deputy Director. Division Directors communicate direction to their Office Directors. Office Directors also receive critical information during the monthly Office Directors meeting and the monthly joint meeting between Office Directors and Division Directors. Senior leaders meet annually to set and deploy adjustments to the Strategic Plan and priorities for the coming fiscal year.

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

In addition to using the Strategic Plan as a *living* document for communicating direction, senior leaders use the planning processes across the agency, key meetings, and the accountability report process to set and communicate performance expectations. Senior leaders are involved in setting performance expectations through operational plans for key services, planning for specific critical support functions, and critical project meetings. In each of these areas, leaders meet with critical staff and document the performance expectations. At key milestones the leaders receive updates on performance to plans and expectations. This year the leaders decided to move to a Universal Review date for the Employee Performance Management System in order to align the planning cycles and performance plans for key services, functions, and projects. Senior leaders have also involved agency management in the creation and implementation of an agency dashboard of strategic performance measures. The dashboard of measures will receive regular review during the coming fiscal year and provide meaningful impact as to the effectiveness of PRT management systems.

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

Organizational values were set during the agency's strategic planning process with the involvement and ownership of the senior leaders, Division Directors, and Office Directors. Values are deployed through agency plans, interactions between supervisors and employees, and feedback received from the Staff Assessment of Management Survey (SAMS). Senior leaders incorporated support for values into the development and implementation of an agency Diversity Management Plan and Policy. PRT particularly focused on stewardship, customer service, collaboration and accountability in the past year. The agency exhibits strength in its value of Collaboration through a variety of cooperative programs across all key services and the involvement of park staff with local communities to protect and conserve natural and cultural resources. Senior leaders set the tone for reinforcing collaboration after the September 11 tragedy by creating and implementing a collaborative summit for the tourism industry.

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

For PRT's employees who provide direct service to customers, the State Park Service communicates empowerment and innovation through their *Vision for the 21st Century* and the Annual Park Planning process. Park managers understand and work within the Park Service's Vision of Stewardship and Service and five broad Service goals. These five broad Service goals are "cascaded" through a General Management Plan, Specific Management Plan, and annual budget and operations review process. This aligns the day-to-day operations of each park with the strategic direction of the Parks system and empowers park managers with the information and structure they need to provide innovative service to customers and future generations of South Carolinians.

Senior leaders also conduct project reviews periodically and at the end of each project cycle. Employees are given the opportunity to identify and diagnose strengths and improvement opportunities in critical agency processes. Project reviews result in improvement plans that are incorporated into the next project planning cycle and into improvement of project implementation plans. Projects improved during this review, planning and implementation cycle include the agency's:

- Marketing plan
 - Cooperative advertising
 - Diversity Hiring Teams
 - Cabinet Agency Consortium
 - Implementation of the Enterprise Database
 - Human Resources Advisory Board
- IP/TV

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

Organizational learning takes place through key industry linkages. Significant information on the tourism industry is gathered through the Travel & Tourism Satellite Account and shared with agency employees and key industry partners. Additional information was gathered analyzed and shared in response to September 11 through the Governor's Summit on Travel & Tourism and the representatives to the Tourism Resilience Committee appointed as a result of the Summit. Parks industry information is gathered through regional and national parks meeting and shared at the annual Park Managers Conference. Key employee learning in the Parks service is also shared at the conference and during the Annual Park Planning process. Welcome Center staff share organizational and employee learning across ten statewide centers at the annual Welcome Center conference and quarterly supervisor meetings. Key organizational learning is shared through regular voluntary staff meetings, IP/TV, and regular management and staff meetings.

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

Ethical behavior receives attention through agency human resources policies, supervision of key processes and responsibilities, and during the agency's new employee orientation. For the past two years, the agency has worked hard to incorporate the value of accountability into all agency planning processes and to follow up with plans through performance measures and the Employee Performance

Management System (EPMS). The agency has also initiated reviews by the internal auditors whenever business practices were called into question or when business practices needed review prior to implementation.

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

Senior leaders proactively promote a systematic focus on customers through several strategic activities of the agency. Customer goals, objectives, and performance measures are incorporated into the PRT Marketing Plan, the State Parks Vision for the 21st Century, and the Strategic Plan for the state's National Heritage Corridor. In addition, key customer access points include processes for receiving and incorporating customer feedback, including the annual Governor's Conference, website usability testing, and various focus groups with key stakeholders and partners on key projects. All grant programs managed by the agency operate under a "sunshine" process, are reviewed annually, and incorporate improvement input from those customers applying for grants.

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

Key performance measures are tied to the agency's Strategic Plan and critical operational plans. This year these measures were crafted into an agency dashboard of measures (see Category 7.2) and tied to the strategic goals of each of the key agency processes, programs, and plans. Some examples of these key systems include the annual budget, the marketing plan, the State Parks planning process, and the Heritage Corridor plans. Agency leaders use performance measures such as inquiry counts, conversion study data and advertising awareness in markets to evaluate its tourism marketing program.

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?

Senior leaders review the annual budget, the agency marketing plan, Park plans, and the Strategic Plan regularly in the course of agency planning and decision-making processes. Senior leaders make adjustments in short-term direction through the key operational plans of the agency. Senior leaders are developing an agency Organizational Plan to strengthen the linkage between performance review findings, the agency Strategic Plan, and key operational plans. Ultimately, the alignment between these processes will allow senior leaders to develop a consistency of objectives across management EPMS stages in alignment with agency goals.

To address management feedback and employee satisfaction processes, the Office of Organizational Development and Accountability utilized the Staff Assessment of Management Survey (SAMS). Employees fill out rating questions and open-ended questions about their supervisor's performance in five key areas: leadership, communication / flexibility, innovation / planning, problem solving / decision making, and organization / time management. Results from the survey are compiled, analyzed, and used to plan for performance improvements with each manager evaluated by the employee feedback system. In addition, results are aggregated and used to set leadership team goals in each agency division.

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?

Annually the State Parks and Recreation division of the agency conducts an assessment of state operated facilities. There is a cost / risk analysis done for aging facilities, including an ongoing effort to deal with asbestos risks. The agency focuses on impact assessments for construction sites. A comprehensive crisis communication plan guides the agency's activities and safeguards the public during major environmental crisis such as an earthquake or hurricane. Given the diminishing resources available during cuts in the agency's operating budget, decisions on resource allocation are based on the best use of dollars for the public impact and associated risks.

In the wake of the September 11 tragedy, the senior leaders of the agency moved swiftly and proactively to convene the Governor's Summit on Travel. Senior leaders from the travel and tourism industry came together with the Governor and agency leaders to formulate a resiliency plan for recovering from the negative effects of the tragedy on the industry.

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

Senior leaders use the analysis and decision making process for the agency accountability report to set and communicate key organizational priorities for improvement. This year senior leaders were divided into Baldrige "champion" teams to collect, analyze, and report on the information for the agency's accountability report. The accountability report process, along with the agency's strategic planning process, has successfully evolved into a systemic approach of planning, implementing, reviewing, and improving agency performance. Senior leaders analyze and debrief improvement opportunities and targets in key business systems: park planning, operational planning, and marketing planning. The senior leaders are continuing to work on moving the agency from a solid foundation in the agency's Strategic Plan to business planning for every key business function of the agency.

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

Senior leaders focus their active support for strengthening the community in the areas of natural and cultural resources and in recreation and tourism activities. Leaders provide technical support, and funding support to communities through the Heritage Corridor program grants, the Tourism Marketing Partnership Program, and the recreation programs of the agency. PRT's research reports on our website provide vital tourism-related information to communities and organizations.

Category 2– Strategic Planning

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

The Strategic Planning process employed in 2001 and the subsequent plan developed, better identified and helped focus the agency's priorities for the future. The plan outlined a refined vision and mission for PRT and identified 5 key core results and opportunities. Key external stakeholder groups and agency employees are given opportunities to provide input both in the original development of the plan and during the creation and implementation of action plans that support PRT's Strategic Plan. While the Strategic Plan was communicated to staff via all-staff meetings, e-mail and the agency intranet in 2001, the vision, mission, key results and values were incorporated into desktop kiosks for staff to serve as subtle but daily reminders in 2002.

An agency wide Organizational Plan is being developed by Division Directors that directly links the agency's many and diverse work plans back to the Strategic Plan. The Organizational Plan provides direct focus to individual office and departmental programs of work by providing better direction and refinement of resource allocation. Of equal importance, this document will also provide the agency with a better means to ascertain and prioritize resource allocation and management to key strategic objectives and results. Completion and implementation of the agency-wide Organizational Plan will take place within the first quarter of FY 2002/03.

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

In addition to the post September 11 activities, PRT continues to utilize the Annual Governor's Conference on Tourism and Travel as a primary means of cross-communications to inform. The Strategic Plan process and its implementation through agency actions plans are used to focus employees on the application of the agency's mission and to refine agency programs as needed. Additionally, internal customer input and feedback is sought through the annual Park Managers

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STRATEGIC PLANNING AT WORK

Three years ago, Huntington Beach State Park operated two camping areas within the 2,500-acre seaside park located 17 miles south of Myrtle Beach. Today, the park only operates one. The other was closed, and the land is being allowed to return to a natural state so that it more closely resembles the forest that it was in 1670, when settlers first arrived.

In an area of the state, where there isn't much undeveloped ocean front forest, the park's initiative is nothing short of monumental. But the park didn't arbitrarily render the decision to close one of its revenue-generating campgrounds. Instead, the decision was derived through a meticulous planning process that started in 1997 and continues even today.

The South Carolina State Park Service launched a major initiative in 1997 to re-invent the state park system and clearly define the mission

Conference. PRT uses primary and secondary market research to focus marketing efforts and to measure consumer reactions.

In late 2001, PRT contracted with Syneractive, Inc., (now Excelorant) to develop and implement a usability-testing study to gain direct customer feedback on the ease of use of PRT's new web portal. Findings of this study has enabled PRT to make both significant and minor enhancements and changes to the portal's design functions allowing customers to better access the diverse information they are seeking.

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

The agency's performance accountability is designed to link strategic planning, budgeting and performance measures to clearly demonstrate accountability. To be able to meet these challenges the Office of Budget and Fiscal Management was created to focus and assist with these key issues. Market Research is conducted annually to ensure that our advertising is reaching our targeted customers and fulfilling our marketing goals, and maximizing greater ROI potential through our marketing dollars.

The Park Service Annual Park Planning process and the Recreation, Planning, & Engineering annual plan process each assess societal and environmental risks as a regular course of business in delivering services. It is important to develop a comprehensive, aggressive program to help protect and preserve examples of the state's unique natural features. In order for the state to be a leader in protecting vital resources, it must stand ready to face increasing competition among developers who also understand the value of prime land. The same special attributes that draw visitors also attract businesses in the "second home" or resort industries. Furthermore, the economic demand for wood products has converted most of our natural forests to production-oriented woodlands. To ensure the park service's product mix represents the state's cultural, historical and natural features, PRT will seek to acquire, enter partnerships and otherwise participate in the protection of unique sites that currently are not represented in the park system.

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not only of the entire park system, but of each individual state park. With input from area stakeholders, Park Manager Keith Windham and his staff quickly determined that their park's mission was rooted in preserving and protecting Huntington's unique salt water, freshwater and forest habitat.

In the past three years, Windham and his staff, heeding stakeholder input, have developed a Management Plan and a Comprehensive Interpretive Plan for the park.

"It's the most important tool we have," Windham says of the Management Plan. "The plan gives us guidelines on how to protect and preserve the park. It keeps us doing the right things," he said.

Another example of the impact of the Management and Interpretive plans is the type of educational program now offered at the park. "It's learning with a purpose. The purpose is to educate people about the importance of preserving natural areas," says Windham, adding that the planning process is a continuous one guided by the park's mission of preservation.

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?

Our vision, mission and goals are shaped around our relationships with the people we serve: our industry partners, our consumers, our employees, and the citizens of South Carolina. PRT is an agency with a statewide mandate serving the needs of diverse constituencies. PRT's Strategic Plan is a road map that sets out policy and strategy that guides fundamental decision-making at all levels and the allocation of resources around institutional priorities for the next 3-5 years. The Plan is also a statement to external stakeholders demonstrating our commitment to a future based on reality.

Key Result 5 of PRT's Strategic Plan addresses the need to have a trained motivated, diverse workforce. The Agency has implemented many training classes that provide the opportunity for employees to acquire and improve job skills. Individual employees work with their managers on long-term career development. Diversity awareness is infused throughout PRT and is incorporated into the agency's Strategic Plan. Training programs have been designed to increase employee's knowledge in cultural diversity, as well as give them the skills needed for promotional opportunities.

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

Critical to PRT's ability to better gather and identify supplier/contractor/partner capabilities and needs is the agency's direct involvement and participation in key professional associations and boards. This leadership, as identified within the Key Results of the agency's Strategic Plan, provides the agency with the ability to be more proactive and responsive during times of critical need and challenge.

The PRT Finance Office worked with vendors to consolidate utilities bills for Parks field locations from hundreds of different bills received a different times into one utility bill that allowed the agency to pay on time and strengthen community relationships. For example, the office used to deal with Bell South for 119 residential lines in Park personnel facilities and 79 business lines in Park locations for almost 200 individual billings. Now the office receives one bill for all residential lines and one bill for all business lines and is able to more closely audit bills and provide timely bill paying.

The agency's direct participation in the 12-state regional organization, Travel South, USA, enabled PRT to take an immediate leadership role within the newly formed Tourism Task Force, commissioned by the 16-state Southern Governor's Association in the wake of September 11. The Task Force was charged with the responsibility to develop tourism policy recommendations that would assist in the post-September 11 recovery as well as ensure the future health of the region's tourism industries.

In Fiscal Year 2000/01, the agency contracted with the World Travel and Tourism Council to develop a Tourism Satellite Account that would provide information on the current and future state of the tourism economy and industry in South Carolina. During Fiscal Year 2001/02, the agency achieved significant cost efficiencies by bringing this program's capabilities "in-house", while allowing for better quality control over the data and its analysis.

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

Prior to the development of the agency's Strategic Plan and Organizational Plan, PRT had developed and successfully implemented numerous key operational and action plans that directly worked towards fulfillment of the agency's legislated mandate. These plans covered the functional areas of the agency and included an annual Marketing Plan, Parks Strategic Plan, Nature-based Tourism Plan, Recreation, Planning and Engineering Plan and a Communications Plan. Developed by individual offices or jointly between offices, each plan contained budget requirements, timelines, areas of responsibility and in most cases, performance measures. The focus for this fiscal year was to evaluate, and where needed, begin to adjust the plans to align with the key results of PRT's Strategic Plan. Eventually, the alignment will link an employee's EPMS to a specific task within the strategies, objectives, and goals of PRT's Organizational Plan in support of the Strategic Plan.

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

As a part of the strategic planning process, a communications plan was developed to provide for the transmission of agency messages to both internal, and external audiences. A critical component of the communications plan was the creation of an agency News Bureau. This bureau is comprised of representatives from each of the agency's offices, who, after professional training, work with our public relations staff to generate stories for the media about the agency's actions. Since its inception, the news bureau has been generating more than one story a week for public release.

In addition to the work of the news bureau, the agency utilizes an internal intranet site to communicate with staff. This site is now accessible to every State Park and state Welcome Center, and is supplemented by an IP/TV system that allows central office and distant locations to view videos of meetings and training. Central office personnel are also able to benefit from a newly instituted series of voluntary staff meetings. The responsibility for these meetings, which occur every other month, rotates through the different divisions and offices within the agency, and the subject matter of each session is the responsibility of the group in charge. In addition, the agency has created an e-mail partners list, and the directorate is issuing regular bulletins of information regarding the actions of PRT and state government that affect the state's tourism industry.

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. This year, the agency conducted a strategic planning analysis that provided deeper identification and comprehensive viewing of the following customer and key stakeholder groups:

<ul style="list-style-type: none"> • Consumers (visitors) 	<ul style="list-style-type: none"> • Political Leadership
<ul style="list-style-type: none"> • S.C. taxpayers/citizens 	<ul style="list-style-type: none"> • PRT employees
<ul style="list-style-type: none"> • Private (tourism) industry partners 	<ul style="list-style-type: none"> • Travel trade professionals
<ul style="list-style-type: none"> • Client boards and associations 	<ul style="list-style-type: none"> • Governmental partners

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

The agency answers this question in a variety of ways depending on the program or circumstances.

In response to the tragic events of September 11, 2001, PRT identified 500 of the state’s tourism leaders and issued an invitation to attend the Governor’s Summit on Tourism & Travel. Through the use of multiple facilitated sessions and a Future Search large group process, the Tourism Resilience Committee (consisting of 14 industry representatives segmented by geography and by function) was established to review suggestions arising from the Summit and to assist in the development of recommendations for future follow-up.

Market research defines customer segments that visit South Carolina from its domestic markets. Some are distinct in trip behavior, media usage, and demographics, requiring differing advertising messages to attract them. This tourism marketing assistance program polls external and internal customers to solicit suggestions on how to better meet customer and business needs, to ascertain guideline modifications, and to strengthen work processes.

Simultaneous to the launch of a new web portal, the agency began to define characteristics of key customer segments, identify opportunities to acquire contact and

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CUSTOMER FOCUS

The letters of recognition just keep rolling in for Sharlea Vidal, and no wonder -- considering the level of service the traveler counselor at the North Augusta Welcome Center provides to visitors.

Case in point: During the past fiscal year, a couple from Georgia stopped by the welcome center on their way to Charleston. Sharlea assisted them with information and made a reservation for them at one of the properties in Charleston. When the couple got back to their car, it wouldn’t start.

The center was about to close for the evening, but Sharlea didn’t leave until she had helped the couple. She called AAA to get information about local auto repair shops; changed their reservation in Charleston since their travels had been delayed; and made the couple a reservation at a nearby motel. What’s more, the husband was in need of medication for a heart condition. Sharlea promptly helped the couple connect

profile information from site visitors, establish demographic variables, and establish requirements for acquiring and using data. The e-Marketing Strategic Plan involves all key stakeholders whose activities impact the success of PRT's marketing initiatives.

The State Park Service serves a variety of customers throughout the year and these customers utilize an assortment of diverse programs and services. Methods utilized to determine the success of the programs and services provided, include: feedback email on the State Park website, capturing of data on repeat visitors, visitor satisfaction, and evaluations of current programs. Park staff developed Musgrove Mill State Historic Site and Andrew Jackson State Park Long-Range Interpretive Plans with the assistance of park stakeholders, potential visitors, and members of the community. This plan will serve as the long-range vision of the park's interpretive program for the next five to 10 years.

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. Information is gained through research and marketing processes; environmental information collected through the legislative process and agency leaders' membership with critical boards and associations. The agency uses information from conversion and ad awareness studies to improve its media plan from year to year.

Following September 11, PRT and the Tourism Resilience Committee created a 10-point plan of action designed to bolster the state's sagging tourism economy. Several of the major initiatives from this plan included a *Rediscover South Carolina* PSA campaign, *We're Glad You're Here* campaign with front-line workers in the state's hospitality industry, strategic consumer research, relaxation of some of the requirements of the Tourism Marketing Partnership Program (matching grants) to allow in-state advertising, and a \$2 million emergency advertising campaign with money loaned from the state Budget and Control Board.

The annual Governor's Conference on Tourism & Travel utilizes internal and external stakeholders for planning methods. External industry partners serve as members of the conference Focus Group and participate in conference evaluations/surveys. Internal partners serve on the Program Advisory Team and provide recommendations for speaker and program content.

A number of tactics are used to gain input for articles included in *Smiles* magazine, including an internal editorial board, querying industry partners, assistance from professional associations, and working with state Welcome Centers. In addition, PRT conducted a study of its fulfillment material in 2000 and used that information to help

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with a local pharmacy.

With their car repaired, the husband's medication in hand and a heaping serving of South Carolina Welcome Center hospitality, the travelers were on their way to Charleston the next morning.

Sharlea's actions exemplify the level of customer service the South Carolina Welcome Center staff strive to provide to all visitors; for the employees in the state's nine Welcome Centers know they create the first impression that so many visitors have of South Carolina and its *smiling faces and beautiful places*.

direct its future fulfillment package. The agency uses information from conversion and advertising awareness studies to improve its media plan from year to year.

The TMPP grant program annually modifies guidelines, based on customer feedback. The expanded information technology category allows for web enhancement/upgrades. A new sports marketing category was added. For a one-time only response, the program allows organizations to use twenty-five percent of their current grant toward in-state advertising because of the September 11 tragedy.

PRT contracted to test the “ease of use” of the website. The process involved having real users to perform different tasks on the PRT website in a controlled setting. The results of the sessions were used to improve the user’s experience.

In response to visitor feedback, and due to the high demand for use of various facilities and programs at Devils Fork and Huntington Beach State Parks, a new pilot reservation program was introduced to better serve park guests. The system captures information that will, in the future, allow each park to summarize visitor preferences, needs, and provides for an evaluation of services.

The agency participates in several regional and national organizations working in the heritage field, including the Alliance of National Heritage Areas (for which South Carolina hosted the 2001 national conference), Partners in Tourism: Culture and Commerce (a collaboration of federal agencies and national non-profits) and a new national network of statewide heritage programs (which personnel from PRT has been elected to chair). The Heritage Tourism Development Office also was instrumental in developing and hosting the first national Heritage Development Institute in collaboration with the College of Charleston.

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.

PRT’s Cooperative Advertising Programs are developed with input from South Carolina’s tourism industry partners. Media programs are specifically designed to be extremely affordable and timed to maximize return on investment. The Tourism Marketing Partnership Program is currently being reviewed by the agency. The review will examine the purpose and scope of the program in order to better serve stakeholders. The agency has incorporated performance measures into the Annual Marketing Plan. Performance of these goals will be evaluated in the coming year so that changes and/or enhancements can be made to the Marketing Plan.

This spring, PRT released a series of inserts in national publications that carried a sub-domain, hotdeals.discoverouthcarolina.com. The program points visitors directly to information on participating partner’s vacation deals. The “Hot Deals” sub-site specifically captured the action-based interests of the visitor. Using this system, PRT is quantifying the number of visitor who click through each summary, exiting the sub-site, and moving into the PRT website.

The design process for the Heritage Corridor's Region 2 Discovery Center is a collaborative process of many meetings at the community level at each step of the design. Community leaders have been designated for each of the four counties and have provided considerable input into content and style of the design. Additionally, an interpretive committee has been formed in Region 1 to continue to refine and improve that Discovery Center based on customer feedback and regional needs. Also, the Visitor Services section of the Tourism Sales Office uses mystery shoppers to improve the performance of frontline staff in greeting and serving visitors at the Region 1 Discovery Center, which is managed under an agreement with Clemson University and the South Carolina Botanical Garden.

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 of Public Affairs. The State Comprehensive Outdoor Recreation Plan (SCORP) researches public interest in outdoor activities, analyzes demand for facilities, and reviews current issues, trends, and opportunities. Through coordination with other agencies and groups an implementation program is developed to address identified needs and concerns. SCORP is a requirement for the State to participate in the federal Land and Water Conservation Fund (LWCF) and is the key basis for the Open Project Selection Process used to award LWCF and State Recreation Land Trust Fund (RELT) grants. For complaints received within the Park Service, staff makes efforts to answer all complaints in the manner in which they are received: letters, emails, or telephone calls. Concerns come from a variety of sources. Staff works to address, and if possible, resolve the complaint to the customer's satisfaction in a timely manner. Marketing conversion studies are done to identify advertising effectiveness and conversion information on advertising campaigns. South Carolina's tourism industry partners invest in PRT's cooperative advertising programs, whereby they are able to measure the return on the media investment through qualified inquiry leads.

Stakeholder satisfaction with the web portal is measured through usability testing, which allows PRT to appropriately respond to the needs and interests of customer segments. By selecting both broad and targeted test participants, PRT affirms or adjusts navigation and content strategies and gains insight into more narrowly defined audience interests. The sub-domain web site (hotdeals.discoverouthcarolina.com) is used to track web-based components of the spring 2002 media program and serves as a permanent tracking platform for future web-based initiatives.

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 segments. PRT, along with the Tourism Resilience Committee, held a series of five regional meetings around the state with the purpose of listening to the industry and gathering information to strengthen PRT's marketing programs and to guide financial investment in the state's development initiatives. The PRT Director made numerous presentations throughout South Carolina to convey the economic impact of Parks, Recreation and Tourism. As a follow-up to the Director's initial Town Meetings that covered all 46 counties in October-December 2000, he is setting up a second set of Town Meetings with the help of South Carolina's 10

regional tourism offices. The emphasis of these meetings will be long range community visions from a tourism standpoint.

In addition, key members of the senior leadership team attend numerous in-state industry meetings throughout the year, proactively providing updates on PRT's marketing activities, and bringing back suggestions for continuous improvement. PRT earmarked a total of \$550,000 of its marketing budget to assist coastal tourism partners; Myrtle Beach Chamber of Commerce, Charleston Area Convention & Visitors Bureau and Hilton Head Island Visitor and Convention Bureau in an effort to increase advertising initiatives and boost visitation along South Carolina's coast. The additional funds allowed each organization to develop destination specific media plans applicable to their respective destination's advertising objectives.

Additionally, PRT supports the promotional efforts of important in-state sporting events such as the Family Circle Cup tennis tournament, the Classic Heritage of Golf, the Canadian PGA Tour, and the LPGA Event. The TMPP marketing grant program builds a positive relationship on the shared goal of tourism promotion through cooperative marketing. This program allows customers/stakeholders to expand marketing reach, better leverage marketing dollars, extend South Carolina's brand image and realize economic benefits (accommodations tax, sustained jobs, admissions tax, etc.) for each area and the state of South Carolina.

The State Park Service continues to build on the positive relationships with "friends" groups while expanding this program into other parks. Results of these meetings will impact program content and operational procedures. The involvement and input of citizens in the management and operation of public lands is essential as parks are managed not only for this generation, but also for future generations.

PRT continues to manage the South Carolina National Heritage Corridor in collaboration with federal, state and local partners, the non-profit board of directors, four regional boards, and local boards at the county and community level. The program involves public participation in all program aspects from marketing (a major survey of existing and potential visitors was conducted this year) to product development (the grants program includes several layers of input and review) to interpretation (with review committees established for the creation and improvement of the Discovery System) to organizational development (with training workshops and community planning efforts for participants throughout the Corridor). Partnering in the management of the Corridor is Clemson University's Extension Service (the field program), the South Carolina Botanical Garden (Region 1 visitor services), the South Carolina Arts Commission (product development through traditional arts and crafts) and the South Carolina State Museum Commission (support services for development of the Discovery Centers). Funding is through the National Park Service, as well as state and local matching funds.

PRT employed a truly unique approach to reach appropriate consumers this year. A series of six inserts were developed based on specific visitor segments and placed in a "pod" of magazines that target those specific segments. Each of the inserts contained a strong editorial piece from the "*Smiles*" magazine and South Carolina's wide product offerings were sold throughout each insert. These inserts afforded the state the opportunity to focus on the audience and to focus on the message.

The new Magazine Insert Program afforded us the opportunity for extensive message appeal. PRT focused our message in a targeted environment – ensuring it was seen and heard, while maintaining our ability to focus on statewide coverage. Through various call-to-action mechanisms, the agency provided the consumer with multiple means of finding out more information about planning a vacation in South Carolina. PRT included a targeted tool to drive retail business in the state through our new sub-domain, “hotdeals.discoversouthcarolina.com.” Industry partners participating in any cooperative program this spring were given the opportunity to promote special packages and offerings in this dedicated environment.

Category 4 – Information and Analysis

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

Senior leaders 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. The agency is in the process of developing and engaging staff and middle management in assessing their goals and distilling key “dashboard measures” based upon the Strategic Plan and the attendant department plans of work.

One of the critical measurement processes of the agency is the evaluation of the dollars spent on marketing. The Travel & Tourism Satellite Account (TTSA) also provides a mechanism for more completely measuring all aspects of economic activity attributable to travel and tourism. The TTSA data and system has been made operational and is used as the foundation for public and private sector decision-making on key tourism issues. In fact it is consistently among the most downloaded document on our Internet site, indicating that the private sector is already using this tool. Within the management system for the parks, key measures were identified 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 developed and deployed an Enterprise Database in the last fiscal year. This database combined six stand-alone databases in to one central database, reducing duplicate data entry, and allowing for the sharing of information across program areas. The agency also developed policies and procedures over the last fiscal year for the collection, input and quality control of all

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INFORMATION & ANALYSIS

Analysis of Information Makes Significant Difference At Park

When Mountain Bridge Wilderness Area Park Manager Joe Anderson conducted an analysis of the number of search and rescue missions that were being conducted in the park area and saw that as many as 30 a year were taking place, he had full faith that the number could be reduced.

To develop a strategy for reducing the number of search and rescue missions, Anderson and his team first analyzed data from incident reports dating from 1989 to 1997. By plotting the location of where hikers were getting off course along the trails, they were able to identify “hot spots.” They also used the

data contained in the new Enterprise Database. Training on the use of this database is provided to agency personnel on an ongoing basis.

The review of the Trails Program by the federal cognizant agency has prompted PRT to revise the agency grant process. The revision will enhance the management and accountability of all grants administered by PRT.

Monthly, quarterly, and annual reports available on the agencies web portal site for download 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 TTSA has enhanced the quality, reliability, completeness, and availability of data for the tourism industry and tourism economy.

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 TTSA, the budget process, and the Park management system. With recreation services research from the SCORP provide data for needed for decision-making on recreation grant programs. The travel trade area monitors international travel through the federal government's In-Flight Research Survey, inclusion of South Carolina in tour catalog offerings and the generation of business leads as a measurement of the agency's ability to impact specific markets. TTSA provides an ongoing system of data from which to base both service decisions and tourism-related policy decisions. The TTSA data is updated annually on the agency website to provide information to our travel industry partners.

The agency uses a variety of market research studies to inform, direct, and improve its marketing strategies including: strategy and perception studies, media usage studies, advertising and conversion studies, and fulfillment studies. 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. The accountability process generated awareness of the opportunities to use information and analysis to improve decision-making and efforts are underway to integrate this process into management systems. The agency recognizes that there is significant benefit to be gained by integrating and monitoring trends in the dashboard measures to guide decision-making.

Heroes of Accountability continued...

data to develop a lost-person profile. "We needed to know how people acted on our trails. The profile was such a big part of our being able to reduce the number of search and rescues."

"The hot spots identified areas where lost persons make their first critical mistake when getting lost," Anderson said. Subsequently, the park installed bulletin boards at the hot spots with maps depicting color-coded trail information. "What we needed were ways to help people help themselves," the park manager said.

Their strategy is working. The number of incidents decreased from 31 in 1997 to 11 in 2002. The park manager's intuitive application of the Malcolm Baldrige principle of conducting a self-assessment and developing an action plan has translated to a higher level of customer service for visitors and a reduction in search and rescue expenses.

The agency recently restructured the research function to improve the collection, analysis and disbursement of data. PRT will create opportunities to improve future decision-making through improved and targeted research.

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

The selection is currently limited by the lack of comparative data that correlate to the agency's key services. The Finance Office uses the industry standard established by Bank of America and Comptroller General's Office that recognizes a cost of \$50 per transaction for the office to process a single agency voucher. Through using the procurement card process, PRT has reduced the number of vouchers processed over the last three years, which reduces the number of transactions processes and saves the processing cost of \$50 each time the procurement card is used.

PRT 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, other State Park systems, a few federal government performance initiatives, the TTSA system, and the strategic planning process. PRT is working to encourage other states to adopt the TTSA and accept the standards that PRT has set for its use. Staff members are presenting the system and standards to critical partner groups in other states. 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?

Among the formal strategies are career path development tracks in the Welcome Centers and State Parks; annual State Park and Visitor Services conferences; agency wide voluntary staff meetings; and division, office and program level meetings; an Employee Appreciation and Employee of the Year program; and Service Awards. One example of how the process for encouraging and motivating employees is currently aligned with the agency's broad strategies is the management system for Park Services. 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 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 Park Service goals are linked to the seven categories of Baldrige. The Annual Park Planning (APP) process has been fully implemented and 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. Overall, the APP enables managers to bring not only budget requests but also issues and opportunities to "the table."

Ongoing opportunities for professional development training also provide motivation to employees. The agency offers computer training to all employees; a regular schedule of professional development courses; and professional certifications -- designed, in part, to motivate the workforce. Informal incentives include one-on-one recognition; recognition in group meetings; and recognition on the agency's intranet site.

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?

One of PRT's Strategic Plan key results is to "Have a trained, motivated, diverse workforce." Training for new employees begins with a recently updated agency overview video, which explains the organizational structure and top lines division programs and operations. New and veteran employees also have the opportunity for ongoing learning about agency programs through a monthly, voluntary staff meeting at which different programs are highlighted.

A training needs survey conducted last fiscal year identified a broad range of needs across the agency. This fiscal year, the results of that survey were prioritized and a training plan was developed and approved by agency leadership. The plan identifies a training curriculum for six various categories of employees. For example, managers and supervisors are required to participate in training to enhance supervisory skills, and professional and technical employees are required to have other identified training. The plan will be launched agency wide during the '03 fiscal year. To help insure its successful implementation, training requirements will be incorporated as an objective into employee planning stages. In the 02/03 fiscal year, the agency will develop and implement a centralized, yet accessible, training record database that will allow for better planning and tracking.

In the area of leadership development, the agency works to develop future leaders by enrolling employees in such programs as Leadership South Carolina; the Associate Public Manager program; the Certified Public Manager program; the Excel program; and the Executive Institute.

Diversity training is offered to all employees and was provided by the Cabinet Agency Training Consortium in FY 01/02. Where continuing education is required for an employee to retain a professional license, PRT pays the tuition for continuing education.

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

The employee performance management system is a tool that helps employees see their roles and responsibilities within the agency and work toward achieving agency goals. High performance is supported through the use of this tool. Implementing a universal review date at the start of FY 02/03 will allow employees and supervisors the opportunity to better plan for training opportunities, set goals and measurements for professional development, assist the agency leadership with better annual budget planning, and tie performance objectives to the agency's operational plan.

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

PRT has implemented the Staff Assessment of Management Survey as a means of identifying strengths and opportunities for growth among the agency's management teams. To date, two divisions and the Directorate have participated in the SAMS process, and each individual and team have identified strategies for continued professional growth. The SAMS process will be implemented in the other two divisions during the 02/03 fiscal year. Meanwhile, the State Park Service conducts an informal staff survey to gauge employee well being and satisfaction, and a Human Resource Advisory Team comprised of employees across the agency helps "take the pulse" of staff, serving as a source for feedback on employee well being, satisfaction and motivation. An opportunity for PRT will be to develop and implement an agency wide Employee Satisfaction Survey program. This need will be addressed in the upcoming fiscal year; a CPM candidate will develop and implement the program as a class project.

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

Our agency manages programs of safety and compliance for the workplace for employees as well for the more than 8 million visitors to State Parks. At every field location as well as the central office, a safety officer is responsible for maintaining a safe workplace. Material Safety Data Sheets are kept up to date and is readily available. Safety programs include but are not limited to CPR, defensive driving, hazard communication, Personal Protective Equipment (PPE), Preventive Disease Transmission, Standard First Aid, Confined Space, and Safe scaffolding construction. Selected employees that may encounter blood-borne pathogens have received hepatitis vaccinations to reduce exposure and prevent infection. Safety is communicated on a routine basis through safety meetings and at major work sites through weekly meetings.

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

The agency is actively involved with the community. It offers employees opportunities for planned giving to support the United Way and other charitable organizations; staff members at all levels support such community organizations as Family Shelter, Boy Scouts of America, Girl Scouts of America, Habitat for Humanity, Richland County Public Library, Families Helping Families, and other community entities by serving on boards and as volunteers. In field locations, Park and Visitor Services staff is active in local chambers of commerce. Staff from throughout PRT is involved in a range of professional organizations relevant to their agency responsibilities.

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?

As part of crisis management, PRT provides support to the tourism industry through efforts such as the 2001 Governor's Summit on Tourism and Travel. This meeting offered key members of the tourism industry the opportunity to gather and discuss September 11 impacts and concerns, as well as help create a resilience committee to address and pursue those issues.

Various office/program operational plans are in place:

Diversity Plan	Comprehensive Interpretive Plan
Marketing Plan	Parks Vision for the 21 st Century
Technology Services Plan	National Heritage Corridor Program of Work
Nature Based Tourism Plan	Finance/Budget & Fiscal Management Plan
Orientation & Training Plans	Recreation, Planning & Engineering Operations Plan

The Tourism Sales Office initiated work on an office mission statement and operational plan in FY 01-02, and an operational plan for the Visitor Services program. Visitor Services is responsible for operating the state's nine Welcome Centers and four planned Heritage Corridor Discovery Centers. Both plans will be completed by the third quarter of the 02-03 Fiscal Year.

The business development program is responsible for attracting and facilitating tourism destination projects to promote economic growth and prosperity in South Carolina and to create a positive business climate for tourism development. Based on the unique needs of a company, services provided by PRT include the analysis of project criteria, site location assistance, customized project-related research, demographic and visitor information, tax information and business tax incentives.

PRT encourages the gathering, education and positive collaboration of ideas amongst the South Carolina tourism industry. This opportunity is made available through the S.C. Governor's Conference on Tourism and Travel. On a consistent yearly basis, industry leaders can assemble to network, discuss common issues, and learn new key processes, which in turn may facilitate a stronger and more productive tourism industry for the state of South Carolina.

The agency launched an Enterprise Database in January of 2002 that combined a number of stand-alone applications related to Welcome Centers, grants, tourism industry businesses and products, inquiries generated by advertising, the inquiry fulfillment process, and State Park programs. This allows common information to be shared across programs, eliminates duplicate data entry and provides for more in-depth research and tracking of these programs.

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

To help insure excellent customer service, all eligible South Carolina Welcome Center staff is required to be certified through a national travel counselor certification program. Staff is required to participate in extensive training programs and pass a product-knowledge test to attain certification. All Welcome Center supervisors and eligible staff were re-certified during the 01-02 fiscal year.

PRT encourages improvement within its system by pilot testing programs, which may enhance its service to its customers. A specific example can be found in the pilot testing of the new PRT web portal. The purpose of this new web portal was to increase assistance to our consumers, by showing our available products and how they may access pertinent updated information in planning their visit to South Carolina. The Park Service program also piloted a parks reservation system in two state parks to determine how the system would best be designed to meet customer needs and gather customer data.

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

PRT provides comprehensive statistical research for the tourism industry in South Carolina. In addition to reporting monthly and seasonal tourism indicators at the county, state and national levels, PRT completed eight major research projects in FY2001/02:

Marketing Workshop Post-September 11th Leisure Travel Study	2001 Visitation to South Carolina
South Carolina Travel & Tourism Satellite Account Summary and Highlights, 2001 Update	Economic Impact of Golf in South Carolina, 2001
Economic Impact of Tourism by County, 2001	Expenditures of Annual Accommodations Tax Revenues
	Special Reports on Select Tourism Niches

The Office of Budget and Fiscal Management successfully completed the implementation of GASB 34. PRT was able to use consulting through the Comptroller General's Office to aid in the implementation. The implementation of GASB 34 has changed and improved fixed asset management. This was accomplished with a new fixed asset system that allows for buildings, land, equipment, inventory and vehicles to be recorded and maintained and depreciated. The new system allows for electronic tracking of PRT's fixed assets and on-line record keeping versus manual tracking. We were able to design and write this system in-house using the Office of Technology Services.

PRT Technology Services supports the agency technology infrastructure with server-based solutions. Key server components were upgraded and consolidated, reducing the number of servers needed to support critical connectivity functions, increasing infrastructure security and expanding the efficiency of resources available to the agency. In addition, Technology Services conducted an employee survey to help inform management how various Technology Services' teams met office goals and adjust the service processes accordingly. Technology Services used these survey results augmented with requests expressed from the management teams of all offices within PRT in preparing the IT Planning document for PRT's three-year plan.

PRT's marketing plan is a key blueprint the agency works from to effectively brand South Carolina as a preferred leisure travel destination. The marketing plan can influence domestic and international consumer travel decisions and promote the state's varying tourism attributes. Summarily, this can lead to growth in South Carolina's market share

while increasing monies going into state funds, which in turn can ultimately improve the quality of life for all of the state's citizens. PRT uses research, surveys and other marketing tools to determine what mediums (such as newspapers, magazines, radio, television, billboard) to employ and where to place our advertising dollars to maximize return on our investment.

PRT maintains a close relationship and a free exchange of information with its research vendors. The vendor that performs conversion and ad awareness studies has the freedom to contact PRT's advertising agency, marketing office staff or research staff at anytime to get information or materials necessary to the completion of these projects. The marketing research coordinator at PRT makes sure the vendor knows what our specific marketing objectives and goals are. This person ensures that the vendor is aware of deliverable dates and how we expect the data to be reported. This person informs the vendor of what specific information PRT needs to know in these reports and changes in informational needs that may occur from year to year. This person serves as a funnel to the vendor for suggestions by members of the marketing office, the research staff, the advertising agency, and others on ways that these reports may be improved.

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

As a result of a business needs analysis to determine how key Information Technologies could be leveraged to accomplish the overall business objective of increasing tourism in the State of South Carolina, the new PRT Portal web application was developed. PRT currently captures data on over 4,000 tourism products (events & festivals, golf courses, accommodations, plantations, gardens, etc.) The new PRT Portal web application utilizes cutting edge technology to create a dynamic, web-based presentation of state tourism and agency information. To this end it was designed to be easy to use, intuitive to navigate, and consistent in its message to the user.

The new portal is database driven and dynamic in nature. This allows for seamless data integration between the portals SQL database and the existing Oracle product database. As product data is updated these updates are reflected real time on the portal site giving the consumer up-to-data information.

The new PRT Portal web application has combined previous multiple websites into one location. Users now have access to all functionality and information from one location. All information from state parks, attractions, accommodations, and the agency is now in one location no more than three clicks away.

The strategic objective of the TMPP program is to strengthen and expand South Carolina's tourism industry by partnering with local industry leaders. Providing matching grants to non-profit, tourism-related organizations for their marketing efforts carries this out. Grants are payable only as a reimbursement for approved marketing activities. The purpose of these activities, when combined with the international, national and regional marketing efforts of PRT is to leverage dollars, extend South Carolina's brand image and encourage cooperative marketing.

Park & Recreation Development Fund (PARD) is a state-funded reimbursement grant program. It is a non-competitive program available to eligible governmental entities within each county area for development of new indoor or outdoor public recreation

facilities or enhancements/renovations to existing facilities. Each project must have the endorsement of a majority of the legislative delegation members of that county.

Recreation Land Trust Fund (RELT) is a state-funded reimbursement grant program. The funds can only be used for the acquisition of land for the purpose of public recreation. All applicants are graded utilizing established criteria reviewed by a grading team.

Land & Water Conservation Fund (LWCF) is a Federal grant program under the direction of the National Park Service, US Department of Interior. These funds can be used for either land acquisition or facility development for the purpose of public outdoor recreation. All applications are graded utilizing established criteria reviewed by a grading team.

Recreational Trails Grant Program (RTP) is a state-administered, Federal-aid grant reimbursement program under the direction of the Federal Highway Administration. Qualified non-profit organizations, municipal, county, State or Federal government agencies are eligible. All applications are graded utilizing established criteria reviewed by a grading team.

Heritage Corridor Development Grants provide federal grants for planning, product development, and marketing. Local boards plus a technical review team of other funders in the state review grants, and the Heritage Corridor Board of Directors has final approval. Processes are improved with feedback from grant recipients and applicants, as well as those involved with the various stages of review. Specifically, the Heritage Corridor board codifies policy changes for the grants program at its regular meetings.

The Fran Hanson Discovery Center is located in the South Carolina Botanical Garden at Clemson University. Exhibits represent the themes of Oconee, Pickens, and Anderson counties as well as the balance of the Corridor. Staff at the center respond to customer needs and desires, and provide feedback to the overall program coordination and improvements to the facility and interpretation with the assistance of a local committee.

The Sports Development Program works with local sports councils and event right holders in an effort to recruit and facilitate major sports events to stimulate positive economic growth. Sports Development website allows right holders, planners and sports councils to search for available venues for hosting tournaments and events taking place in South Carolina.

Through partnership with the Catawba Valley Land Trust, the SC Dept. of Natural Resources, and the SC Forestry Commission, 1,049 acres of land has been added to Landsford Canal State Park. This Forest Legacy Project protects an additional 4,700 feet of river shoreline, 5 miles of small streams, 200 acres of bottomland forest and wetlands, 150 acres of bluffs and slopes, 700 acres of uplands, and cultural resources associated with 10,000 years of human history.

The Education Center at Huntington Beach State Park is a 3047 square foot (heated) facility elevated on pilings. The building includes a classroom area, an exhibit area, a wet lab, covered porch and public restrooms. Construction of this building was started in October 2000 and the grand opening was held April 12, 2002. The total cost for this

facility was \$748,500. Exhibits include facts about the Huntington family and Atalaya, Ocean and Beach Habitat, Shell Collection, Salt and Marsh Habitat, Bird Life, Forest and Freshwater Marsh Habitat, Rocky Shore Habitat and the Sea Turtle display. During Fiscal Year 2002, exhibits were fabricated and installed, landscaping and parking improvements completed, and improvements were made to the wet lab area. (See Category "Heroes".)

The Lake Greenwood Interpretive Center will serve as a multi-use center for the park. Presently under construction, this new building consists of: exhibit area which will interpret the history of the Civilian Conservation Corp (CCC) and its contributions to resource conservation and an exhibit honoring Sen. John Drummond, conference area, classroom for conservation/resource education, public restrooms, reception area, and two offices. The new center is being constructed in the original 1930's CCC location and design. The building is 5923 square feet and will cost \$1.2 million. Exhibits will cost an additional \$460,000. Private funding will cover almost 50% of the cost.

The director of PRT is one of ten members serving on the South Carolina Coordinating Council for Economic Development and on it's Executive Committee. He is an alternate on Council's Enterprise Committee. The Coordinating Council administers grants including the Highway Set-Aside Fund, Tourism Infrastructure Admissions Tax funds, and Enterprise Program for qualified new and expanding economic development projects in South Carolina.

PRT has partnered with the SC Department of Natural Resources (DNR) in many activities this year. This includes co-development of the Edisto Beach State Park Environmental Education Center and continued long range planning efforts to protect resources in the Catawba River Basin, culminating in tripling the size of Landsford Canal State Park. PRT has cooperated in research and management teams and trail efforts on the DNR's Jocassee Gorges Property and served on the Heritage Trust Advisory Committee. DNR has assisted PRT by serving on the State Trails Advisory Board and assisting with wildlife management activities at a number of state parks.

The *Economic Impact of Golf in South Carolina* study was a collaborative effort between the PRT's research section and the South Carolina Golf Course Owners Association. The endorsement by this organization and their participation in distributing and collecting the survey questionnaire from golf courses around the state ensured reliable results. The report published in March/April 2002 was the third in a series of studies that began in 1993.

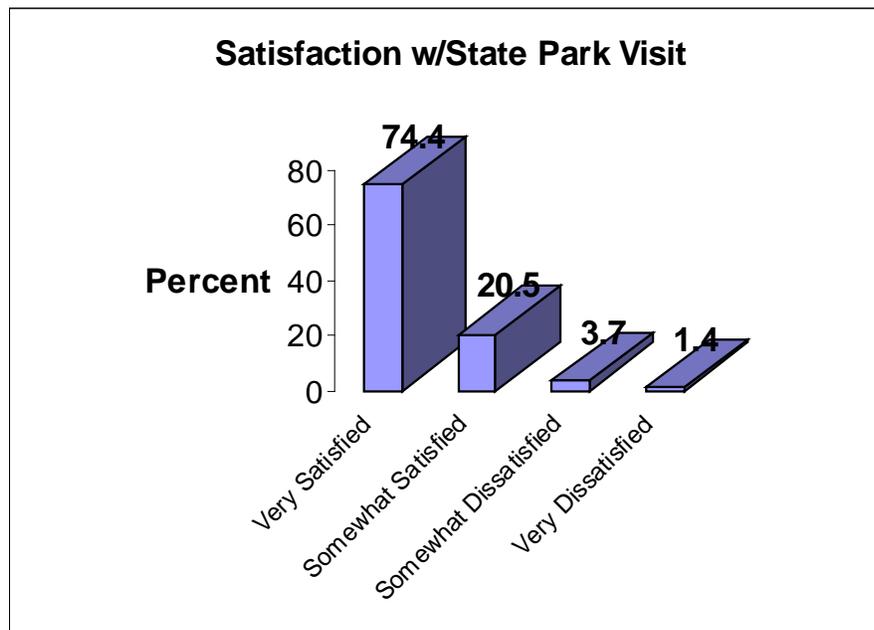
Category 7 – Results

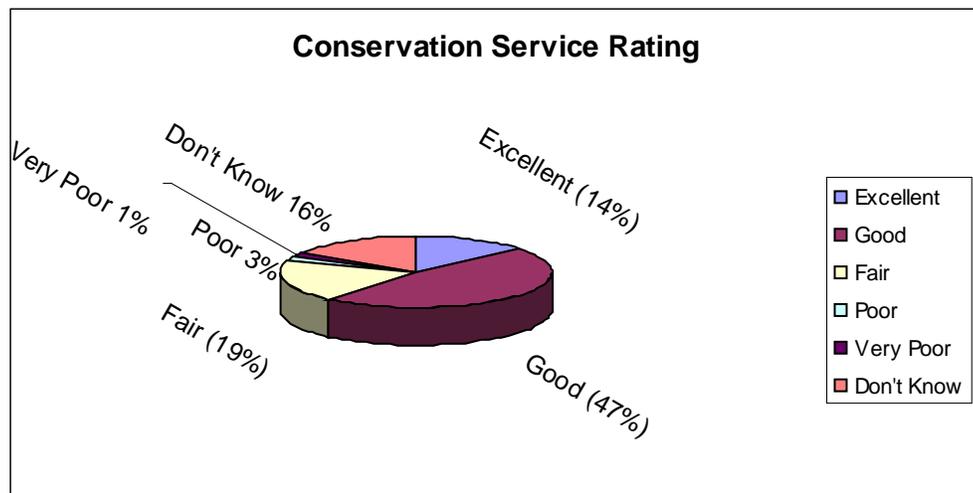
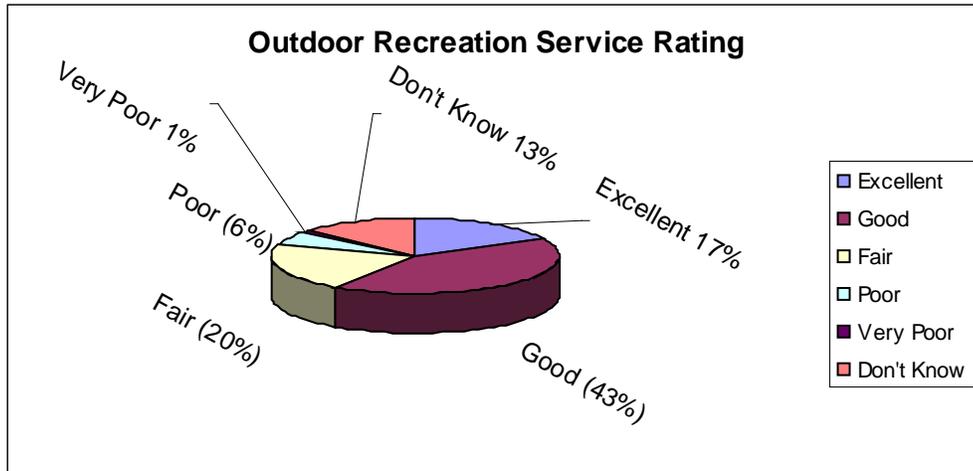
7.1 *What are your performance levels and trends for the key measures of customer satisfaction?*

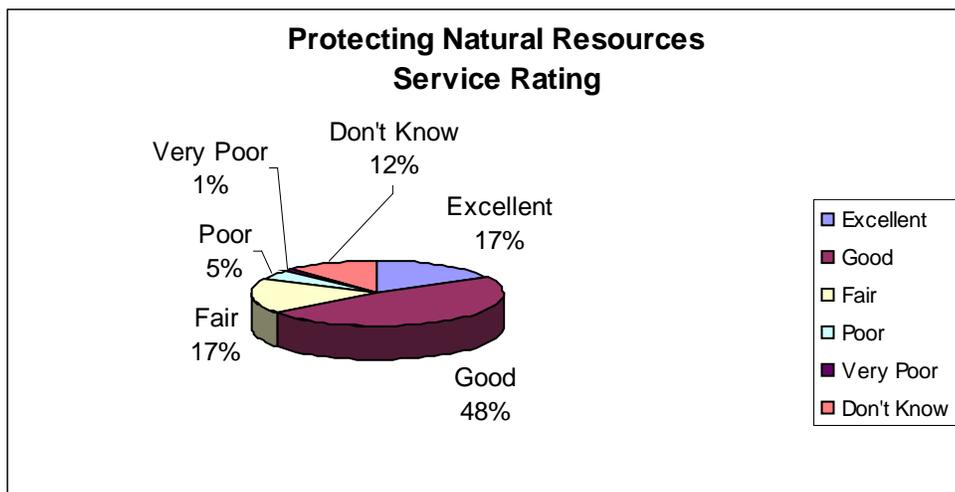
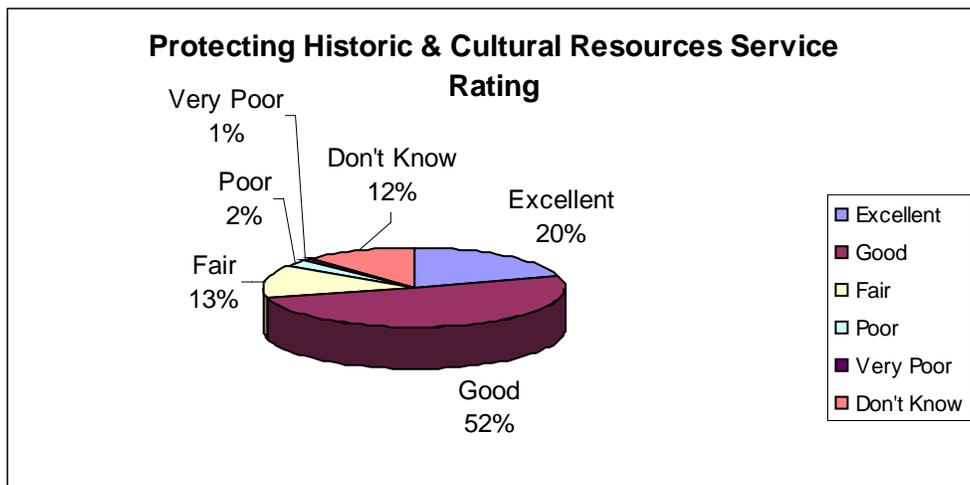
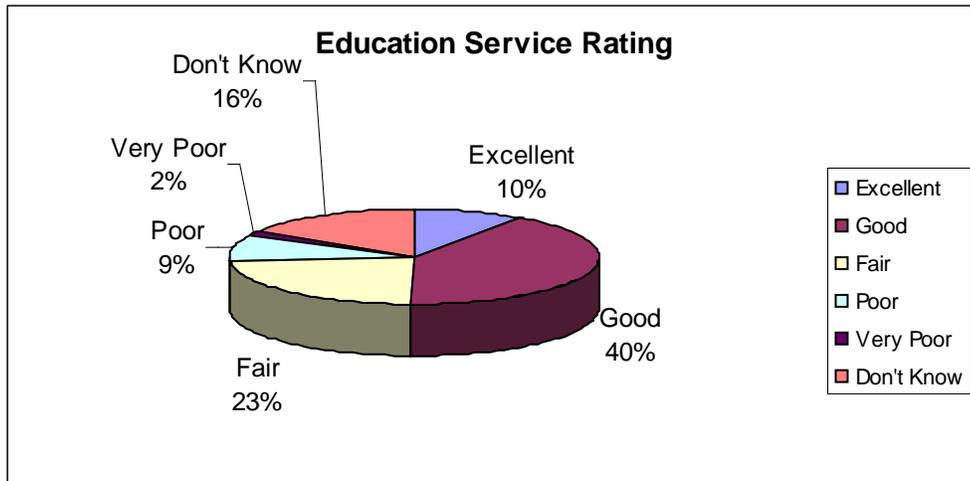
Parks Service Customer Satisfaction

A statewide survey conducted by the USC Institute for Public Service and Policy Research last spring showed that 94.5 percent of South Carolinians who visited a state park in the past 12 months (April 2001 to April 2002) were somewhat to very satisfied with their visit. Respondents were asked to mention the state park(s) they visited, and forty-five out of forty-six state parks were mentioned.

The survey also showed growth in the number of South Carolinians with a highly favorable impression of the way the Park Service is fulfilling its roles. About 80 percent believe the agency is doing a fair to excellent job in outdoor recreation, conservation, education, historic preservation and open space protection. Ratings of excellent service rose in 2002. In 2001, 11.9 percent rated the Park Service as excellent, and in 2002, 15.6 percent gave excellent ratings.







Discover Carolina Customer Satisfaction

PRT partnered with Clemson University to create a systematic evaluation of the Discover Carolina school field experience program. The approach to the evaluation was to measure the perceptions of teachers and chaperones as to whether desired outcomes were being accomplished through the program. Data were not collected from students due to burdensome regulations governing conducting research “on” children. Evaluations were conducted of Discover Carolina field trips held during spring of 2002 at Myrtle Beach State Park, Hunting Island State Park, and Jones Gap State Park.

Four questions provide a measure of overall satisfaction for the program. Two of the questions are behavioral and two attitudinal. The measurement scale was a seven point bipolar scale with a range from –3 to 3 with “0” as the midpoint. Results are presented in the table below. All teachers answered these questions. Global satisfaction measures were extremely positive. One of the four items had a perfect score of 3.0.

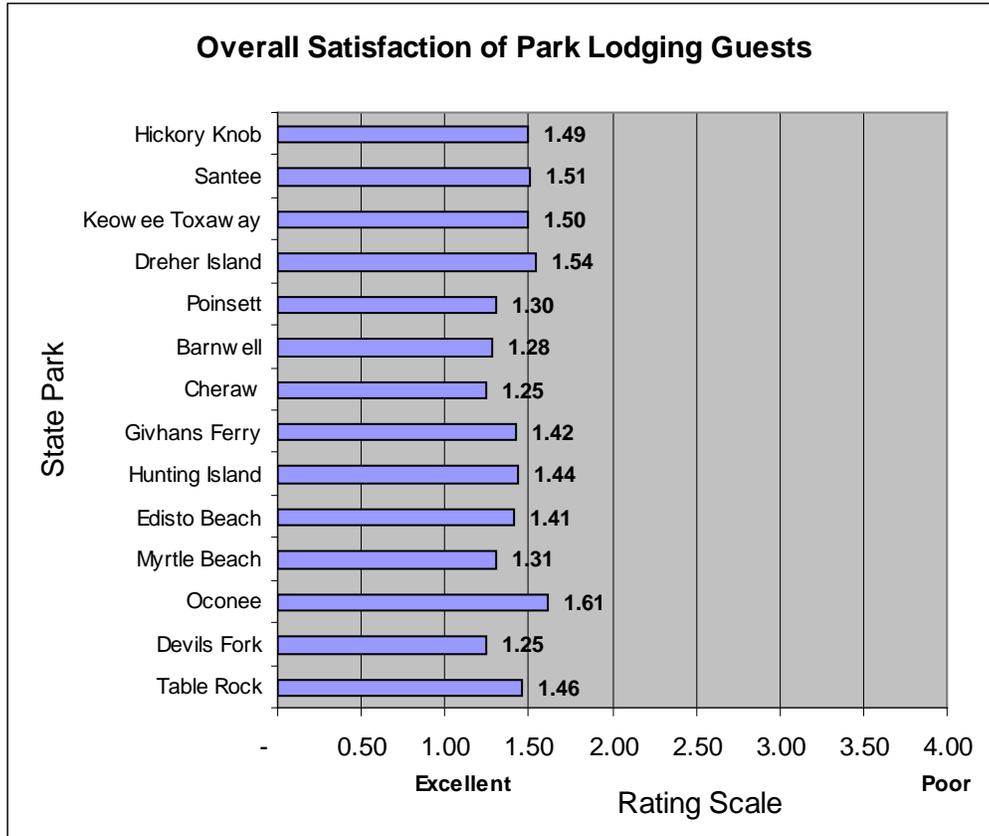
Global satisfaction as reported by teachers with the Discover Carolina Field Trip program	Mean Score
I would recommend this program to other teachers like myself	2.95
If possible, I will return with my class again	3.0
The Discover Carolina program was a good use of class time	2.95
The Discover Carolina program exceeded my expectations	2.86

The mean score is the average of all answers on a bipolar disagree-agree scale with a range of –3 to 3 with “0” being a neutral point. Any value between 0 and 3 is a positive rating. A value below 0 is a negative evaluation. A value of 3 is a perfect rating.

“Keep up the good work!” is a simple and all encompassing summary of the evaluations of the Discover Carolina programs by teachers and chaperones. Both groups were extremely pleased with their experiences and specifically commented on having the opportunity to work with and have their students learn from such knowledgeable Parks resource people. The on-site program was safe, effective, enjoyable, met their needs and enhanced the students’ understanding of South Carolina State Parks and natural resources.

Parks Service Lodging Customer Satisfaction

The South Carolina State Park Service, with 80 lodge rooms and 155 vacation cabins, achieved a rating of 1.44 (1=Excellent) from the lodging guests who completed survey cards during this past fiscal year. This rating, based on a scale of 1 to 4, with 1 being Excellent and 4 being Poor, is indicative of the overall satisfaction that park guests experienced.



Marketing

Consumer satisfaction with the message and content of the ads in the domestic consumer leisure advertising campaign is measured annually. The rating scale in this section is from one to five with five as the highest score.

The South Carolina TV ad was a clear winner as compared to the others in FY 99/00. While South Carolina benefited from weak competition that year, the same ad faced a greater challenge the next year. The findings demonstrate that South Carolina television ads are rated highly by consumers despite increasing competition. (2001 Ad Effectiveness Report, SMRI)

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

Attribute	GA	FL	SC	NC
Message in the ads is believable	3.9	3.7	4.2	3.6
Make me more interested in visiting the state	3.3	3.2	3.9	3.1
Show attractions/activities I'm interested in	3.3	3.1	4.0	3.1
Ads seem like they are for a spring weekend trip	3.4	2.8	3.6	3.1
Average State Score	3.5	3.2	3.9	3.2

(2000 Ad Effectiveness Report, SMRI)

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

Attribute	GA	FL	SC	NC	VA
Message in the ads is believable	3.3	4.0	3.9	3.9	3.9
Make me more interested in visiting the state	2.8	3.7	3.6	3.5	3.7
Show attractions/activities I'm interested in	2.8	3.7	3.6	3.4	3.7
Ads seem like they are for a spring weekend trip	2.7	3.0	3.3	3.2	3.4
Average State Score	2.9	3.6	3.6	3.5	3.7

(2001 Ad Effectiveness Report, SMRI)

While cable television was utilized in FY 01/02, it was a minor aspect of the campaign, and not included in this effectiveness measure. When the FY 01/02 South Carolina print ads were compared to those of competitors, they did quite well, especially in showing appealing activities and generating interest in the state.

**FY 2000-2001 Ad Awareness Factor Ratings
Comparative Ratings of Print Ads**

Attribute	GA	FL	NC	SC
Message in the ads is believable	3.7	3.8	3.7	3.7
Make me more interested in visiting the state	3.1	3.4	3.6	3.7
Show attractions/activities I'm interested in	2.9	3.5	3.6	3.7

(2001 Ad Effectiveness Report, SMRI)

Consumer satisfaction with PRT's fulfillment process and fulfillment materials is measured annually. Most people who ordered SCPRT's fulfillment materials from January through April 2002 (91%) said they received the travel guide in time to help them plan a trip. (Spring 2002 Conversion Study First Wave, SMRI).

People who ordered SCPRT's fulfillment materials from January through April 2002 rated them highly for helping them find areas and attractions in South Carolina. They also rated the materials highly for convincing them to stay longer. The rating scale in this section is from one to five with five as the highest score. The fulfillment material's low score for convincing people to stay shorter in the state is a positive finding since one of its purposes is to encourage longer stays. (Spring 2002 Conversion Study First Wave, SMRI)

**FY 2001-2002 Fulfillment Material Ratings
From Inquiries dated 01/01/02 - 04/31/02**

Attribute	<i>Rating</i>
Convincing to stay longer in the state	3.8
Helping decide to visit a specific area in SC	4.2
Helping to decide to visit more or different attractions	4.5
Convincing to stay shorter in the state	2.9

(Spring 2002 Conversion Study First Wave, SMRI)

Technology Services

South Carolina Department of Parks, Recreation and Tourism's Office of Technology Services uses the following mission statement as its guide:

Provide excellence in customer service and support.

Provide solutions to business problems through the use of technology

Promote and develop training and education in the use of technology

The office uses several tools to measure monitor and report on its performance as it relates to this mission statement.

The Office conducted its first end-user customer satisfaction survey in October 2001. This survey was conducted using web-based tools and was answered anonymously by the end-users. This survey will be used as an annual performance measurement tool. The results from the first survey will be used as a baseline for future surveys to measure against. One hundred fifty three people responded to this first survey. Respondents were not required to answer all questions. Key results / findings from the survey:

Help Desk

Question: Timeliness of Help Desk Response (124 respondents)

55 Excellent (44%) 42 Above Average (33%)

Question: Overall rating of the Help Desk

40 Excellent (32%) 51 Above Average (41%)

Data Management and Training Section

Question: Overall rating of the Data management and training section (105 respondents)

33 Excellent (31%) 56 Above Average (53%)

PC / Network Support Section

Question: Overall rating of the PC / Network Support Section (119 respondents)

59 Excellent (49%) 48 Above Average (40%)

Application Development Section

Question: Overall rating of the Application Development Section (41 respondents)

11 Excellent (26%) 21 Above Average (51%)

In May of 2002 the Office put in place a Help Desk Service Level Agreement (SLA) with the Agency. The SLA outlines call procedures, escalation, severity levels, response times, supported products and services. The SLA requires that 95% of all calls be responded to within 4 hours. The Help Desk has exceeded this requirement.

The *Technology Services Help Desk* received 1,137 calls in FY00/01; section staff resolved 70% of all calls within 1 to 3 days. The Help Desk call received 1,122 calls in FY01/02, and section staff resolved 44% of the calls within 1 to 3 days. The *Data Management and Training Section* conducted 91 technology training classes, training 608 students; 138 students from 6 outside agencies were trained. This broke down into

students from Dept. of Corrections, Dept. of Social Services, Dept. of Natural Resources, the Governor's Office, Bureau of Labor, Licensing & Regulation, and the Dept. of Probation, Parole & Pardon.

Evaluations (scale of 1 – 10, 10 being the best) of class instructors and course content are completed by students on the completion of each class. No instructor has received a score of less than 7. Overall evaluation scores average 8.

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

As part of monitoring and improving performance, leadership of the agency including the Directorate, Division Directors, and Office Directors, participated in the development of a “dashboard” of measures. These key performance measures are tied to both the PRT Strategic Plan and the goals of key agency action plans.

Plan / Program	Performance Measure	PRT Strategic Plan				
		KR 1	KR 2	KR 3	KR 4	KR 5
Business & Community Development SC National Heritage Corridor Statewide Heritage	Corridor awareness Participation Visitation Product development	✓	✓	✓	✓	
	Participation Partnership development	✓	✓	✓		
Research & Business Development	Web-usage on research pages Internal and external research requests Customer service on accurate & timely information Indicators: capital investment & job creation	✓		✓	✓	
Human Resources	Employee satisfaction Diversity Management Plan SAMS results Compliance: cost & time savings Common EPMS objective Recruitment numbers Training numbers EEO numbers Agency safety focus	✓				✓
Parks Service Goal 1 – Responsible Stewards	number of National Register structures in “good condition” endangered species success rate wildlife management studies compliance archaeology cost reduction & benefits of Arborist program	✓	✓			
Goal 2 – Quality Customer Service	visitor satisfaction Discover Carolina Knowledge & appreciation of Parks	✓				

Plan / Program	Performance Measure	PRT Strategic Plan				
		KR 1	KR 2	KR 3	KR 4	KR 5
Goal 3 – Physical Environment	Facility inspections Completion ratios and cost savings on Annual Maintenance Program Eradication of non-native invasive plant species Increasing native vegetation		✓			✓
Goal 4 – Fiscal Resources	Retail: Gross sales Net profit percent of mark up overall proficiency CENTS impact – cost savings figures Occupancy rates (explore refining to #nights available, occupancy, cost of room)	✓				
Goal 5 – Human Resources	Professional Development: number of programs offered number of participants number of man-hours invested number & diversity of internships & dollars invested total number of injury free days for personnel & Park guests	✓	✓			✓
Recreation, Planning & Engineering	Timely allocation of grants LWCF & RTP in federal compliance Customer satisfaction surveys	✓	✓	✓	✓	
Goal 1 – Expertise through planning, TA, & grants						
Goal 2 – Provide expertise for statewide projects	SCORP by 12/02 involvement in conservation & education projects	✓	✓	✓	✓	
Goal 3 – Conserve resources	Project success in protecting resources timely & accurate property lists submitted to BCB		✓			
Goal 4 – Provide facility design, construction mgmt. & regulatory compliance	Annual report: PIP expenditures & activity sustainable measures in projects active water & wastewater permits utility system training & inspection		✓	✓		

<i>Plan / Program</i>	<i>Performance Measure</i>	PRT Strategic Plan				
		KR 1	KR 2	KR 3	KR 4	KR 5
Goal 5 – Trained & motivated workforce	Up-to-date professional certifications Participation in training & education opportunities					✓
Tourism Goal 1 – Promote SC as a travel destination	Attaining best ROI with resources allocated Level of coop partnership funding Level of inquiries from SCHNC to domestic consumer Positive editorial treatment Customer interface, tracking & communications Partner support & input	✓		✓	✓	
Goal 2 – Position SC as a preferred location	Level of activity & incorporation of SC tourism products Partner opportunities generated Positive editorial treatment		✓	✓	✓	
Goal 3 – Maximize awareness & value of PRT's mission	Positive editorial treatment Partner input, support, & feedback	✓	✓		✓	
Tourism Operations	Partner input, support, & feedback Quality service Customer satisfaction Experienced, knowledgeable staff					

Welcome Centers

South Carolina is one of only 7 states participating in TIA's (Travel Industry Association of America) national certification program. The certification program entails 3 years of experience in a SC Welcome Center, participation in eight familiarization-training trips, and scoring 85% or better on the national certification exam. Once certified, counselors must continue to update their product knowledge and take the test every 4 to 5 years. We have just completed the recertification process, and all eligible travel counselors are nationally certified.

The "We're Glad You're Here!" campaign was an opportunity to celebrate the success of our fall ad campaign. It gave us an opportunity to thank the many visitors coming to our state following 9/11. During the campaign, we provided complimentary coffee to our visitors and invited our tourism partners to the welcome centers to market their product directly to the visitors.

Travel counselors in the state's nine Welcome Centers provide travel information; distribute tourism literature; and make accommodation and other reservations for visitors. During the past fiscal year, more than 2.5 million visitors were served at a welcome center, and staff made accommodation reservations valued at \$4.1 million. Additionally, on a calendar-year basis, the centers distributed nearly 7 million brochures promoting South Carolina accommodations and attractions.

July 1, 2001 – June 30, 2002					
Center	Door Count	Accommodation Room Nights	Economic Impact	Attraction Reservations	2001 Calendar Literature
Blacksburg	254,566	2,177	\$150,909.64	133	641,882
Dillon	498,913	13,369	\$926,739.08	257	1,009,807
Fair Play	165,981	1,364	\$94,552.48	3	633,467
Fort Mill	402,226	5,962	\$413,285.84	60	583,644
Hardeeville	517,813	22,200	\$1,538,904.00	679	1,702,132
Landrum	156,502	4,124	\$285,875.68	220	653,994
Little River	176,325	4,904	\$339,945.28	1,141	734,531
North Augusta	149,975	3,806	\$263,831.92	27	463,330
Santee	186,030	1,952	\$135,312.64	76	371,759
Total	2,508,331	59,858	\$4,149,356.56	2,596	6,794,546

SC National Heritage Corridor

For FY 01-02, the Heritage Corridor was in its fifth year of federal funding following Congressional authorization in 1996. The amount of awareness of the program is important as residents and stakeholders within the 14 counties become knowledgeable about the opportunities for them to participate and to support the Corridor's development. The program is based on grassroots involvement, therefore the number of times individuals participate in Heritage Corridor programs and events is significant, as is the visitation for the Heritage Corridor Discovery System, which had its first full year of operation with the Fran Hanson Discovery Center at Clemson. Grant funds support Corridor projects and indicate product development growth within the Corridor and the opportunity to leverage local funds.

As key indicators, the Heritage Corridor staff monitor visitor awareness, volunteer participation, Discovery Center visitation, product development for the Corridor, and Corridor funding. The measures for this fiscal year are:

Awareness: 6,395 column inches and \$184,281 media equivalency

Volunteers: 10,611 times Corridor volunteers attended meetings, workshops or events

Visitation: 22,144 people visited the Discovery Center

Product Development: 24 grants awarded for a total of \$296,000

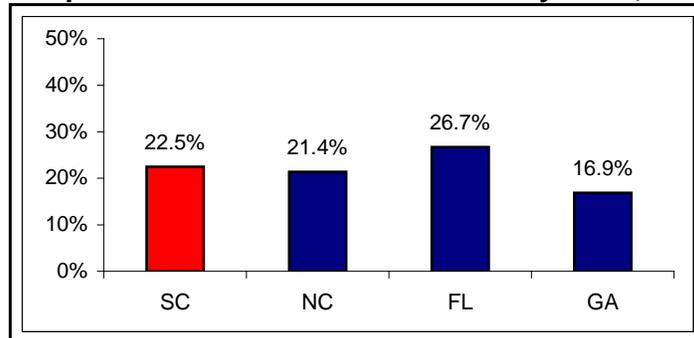
Corridor funding: \$1 million Congressional appropriation

Marketing

An important measure of mission accomplishment for the domestic leisure advertising program is the awareness of customers in our target markets.

While the competitors' targeted geographies may vary from those of South Carolina, the state has to earn sufficient recall to "hold its own" in these geographies. South Carolina's awareness ratings are similar to those of its competitors, with Florida in the lead. (2002 Ad Awareness Report, SMRI)

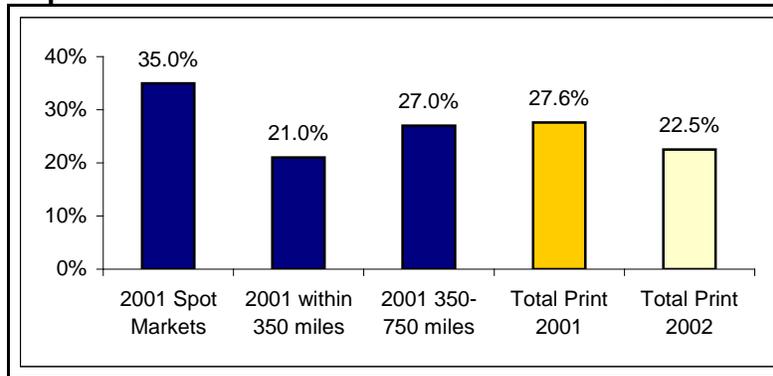
Comparative Awareness of Print Ads by State, 2002



(2002 Ad Awareness Report, SMRI)

Research in FY 00/01 found that television advertising, in SCPRT's spot markets, supports awareness of the print campaign. TV ads generate interest, which increases the likelihood of people noticing the print ads. Without the same level of support through television advertising this year, the rating for print awareness is lower. (2002 Ad Awareness Report, SMRI)

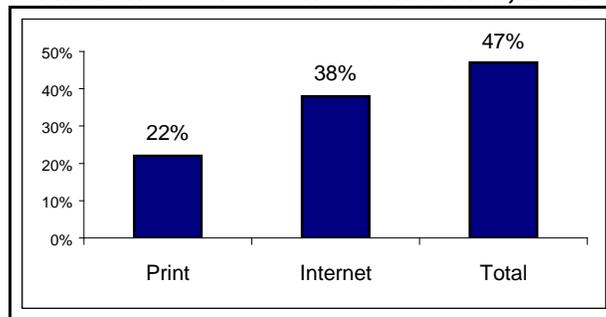
Comparative Awareness Levels of Print Ads – 2001 vs. 2002



(2002 Ad Awareness Report, SMRI)

However, in place of heavy television advertising, the Internet component of the FY 01/02 campaign effectively expanded the reach of the campaign overall. Almost half of the respondents (47%) reported seeing either print or Internet advertising. (2002 Ad Awareness Report, SMRI)

Awareness of South Carolina Ads, 2002



(2002 Ad Awareness Report, SMRI)

Last year PRT used spot television advertising in the key markets to augment its print campaign, with good results. In markets where television advertising was utilized, the overall awareness rating was quite high (65%). However, the cost of television advertising limited its use. Consequently, the television advertising raised the overall awareness rating from 27.6% to only 30.3% for the entire campaign. While cable television was utilized this year, it was a more minor aspect of the campaign, and not included in this effectiveness measure. Instead, the impact of the on-line advertising was measured. The Internet component raised the awareness rating from 22.5% to 47.2%, which is a larger increase in reach, than measured for the spot television last year. While this awareness rating was derived only from those with Internet access, as indicated earlier, this represents the largest share of the traveling public. As such, this rating indicates improved awareness over last year. The Internet campaign, which definitely boosted the awareness rating, should be continued. (2002 Ad Awareness Report, SMRI)

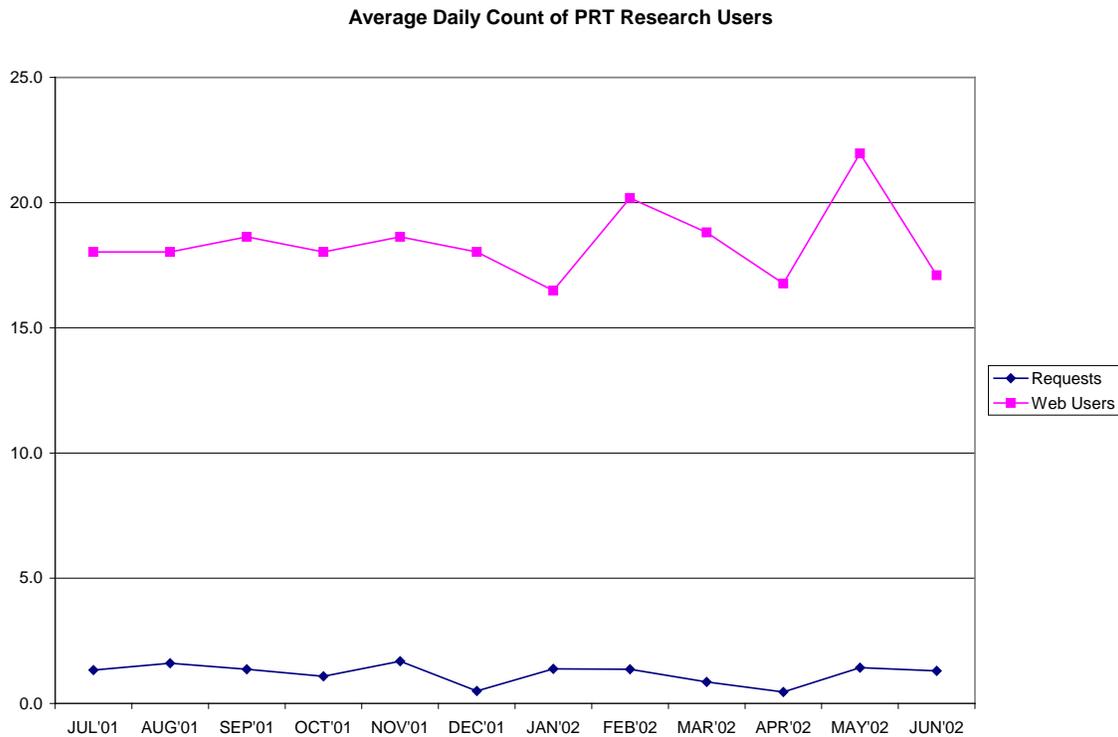
Another important measure of mission accomplishment for the domestic leisure advertising program is the economic impact generated by leads that convert into visitors

to South Carolina. Currently only conversion numbers for trips that occurred in February through June are available. Numbers for conversion during the summer travel season will be available in late September and usually reflect a significantly greater economic impact.

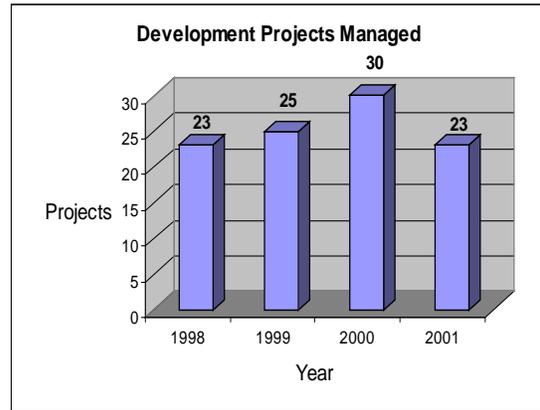
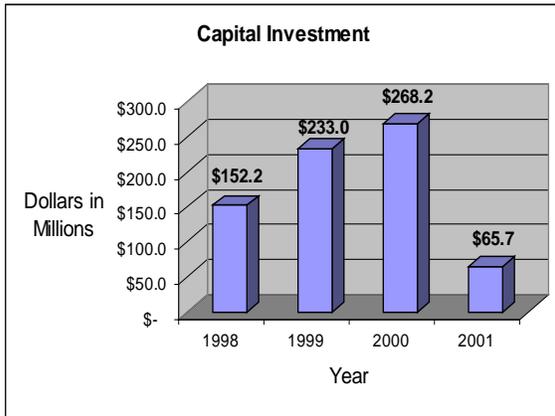
Among leads that ordered SCPRT's fulfillment materials from January through April 2002, over 18% of them took a trip to South Carolina from February through June. About half of these trips to South Carolina (17,293) were not already planned before ordering the materials. (Spring 2002 Conversion Study First Wave, SMRI).

Research & Business Development

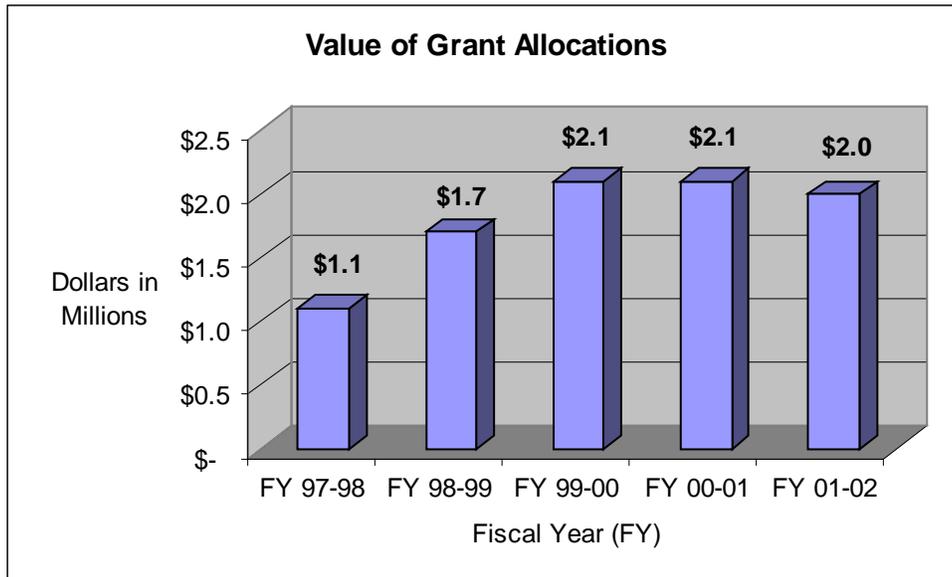
On average, more than 15 people utilize SCPRT's research materials on the website every day. SCPRT's research staff also responds to an average of between one and two requests for research assistance daily that come by telephone, email, or fax. (Note: Due to lack of available data, website usage for the months July 2001 through December 2001 are based on an average of the following six months rather than actual data).



Tourism Development



The admissions tax grants have been generally consistent over the past three years, only showing a very slight decline in funding last year. Grants are made available to local governments to help offset the cost of public infrastructure that directly or indirectly supports the qualified new or expanding tourism development generating the admissions tax.



Recreation, Planning & Engineering

The Edisto Beach Interpretive Center is currently under construction and ahead of schedule. The project was designed to promote the principles of stewardship and sustainability. PRT partnered with DNR to obtain Federal funding on the project. To date, the agency has obtained \$3,388,798.00 of NERR grants and has used the Park property as a match to the grant. This facility will also help both agencies meet their goals in education and to help stimulate the ACE Basin Project by providing one of the satellite centers.

Parks

Management and Control of Non-native, Invasive and Nuisance Plant Species

The uncontrolled spread of nuisance plants species can have a detrimental effect on the natural ecosystems of South Carolina, especially those special lands protected and managed by PRT through the State Park Service. Our natural environment is extremely complex with many interrelationships we, as yet, do not understand. Left unchecked, many species, especially non-native species with no natural predators or controls, are capable of out-competing and totally eliminating many native species from our landscape. If too many, or certain, essential species are removed the ecosystem can collapse. This amounts to an often-irreplaceable loss of South Carolina's natural heritage.

In addition to loss of species and ecosystems, many outdoor recreational activities can be affected by plant species remaining uncontrolled. Boating, swimming and many other recreational water activities are affected by the growth of aquatic vegetation.

Each year the lakes, ponds and streams of the State Park Service are inspected and evaluated for the presence and condition of aquatic vegetation on an annual basis. There are approximately thirty-five such bodies of water within park service properties. The water bodies that require management are then ranked in order of importance for control operations. These projects are then submitted with all other agency projects. The projects that appear to be fundable are then submitted to the South Carolina Aquatic Plant Management Council for inclusion in The State's Aquatic Plant Management Plan for all public water bodies. Projects are then funded according to their priority status with available funding until no further funds are available.

Projects funded for Fiscal year 2001/2002 were as follows:

10 acres of yellow cow lily and variable-leaf water milfoil were treated at Little Pee Dee State Park.

5 acres of fragrant water lily was treated at Barnwell State Park

4 acres of *Najas minor* was treated at Kings Mountain State Park

Managing for Native Vegetation

Managing and controlling the vegetation in the state park system is an ongoing process. Over 3,500 native plant species grow within the borders of state. These plants are distributed in a diverse number of different plant communities. The State Park Service manages over 80,000 acres that includes a great abundance of the best examples of

these habitats. Plants in our forests and use areas continuously grow, die and are replaced. The southern forests are alive and change rapidly as they evolve.

Under most circumstances native plant material is utilized in all landscape projects on state park lands. The plants should be native to the region and area of the state in which the project park is located. Exceptions include historic sites, projects with specific desired results such as bird and butterfly gardens and situations where no appropriate native plant occur. Under no circumstance are invasive exotic plants species planted on state park lands.

A sand dune stabilization and regeneration project was initiated at Edisto Beach State Park with excellent results. Over 1 mile of primary sand dune and salt pruned forest was fenced off, except for a few specified beach access paths to allow native dune vegetation to recover from decades of human disturbance.

A sand Dune stabilization project was also initiated at Hunting Island to allow recovery of native dune vegetation.

Large quantities of 3-gallon size live oak trees were planted throughout the park use areas and campground to insure mature live oak trees for future generations.

Native Mountain Laurel was planted in several sites throughout the park.

Native grass seed was planted to help with the stabilization of the historic breastworks at Rivers Bridge State Historic Site.

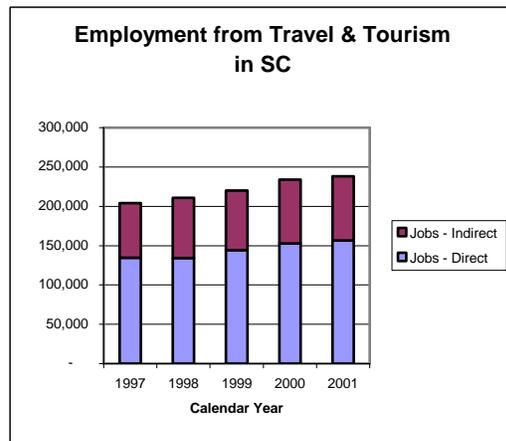
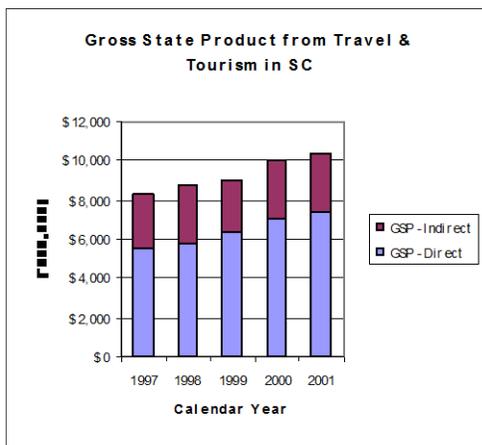
Materials for drip irrigation were obtained to provide a consistent, environmentally responsible method to protect the historic magnolia trees at Rose Hill Plantation State Historic Site.

Mulch was purchased and applied to the historic gardens at Rose Hill Plantation State Historic Site.

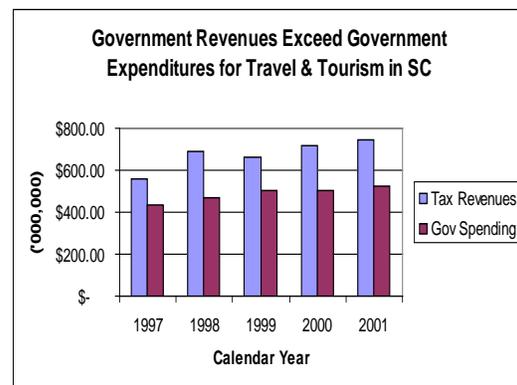
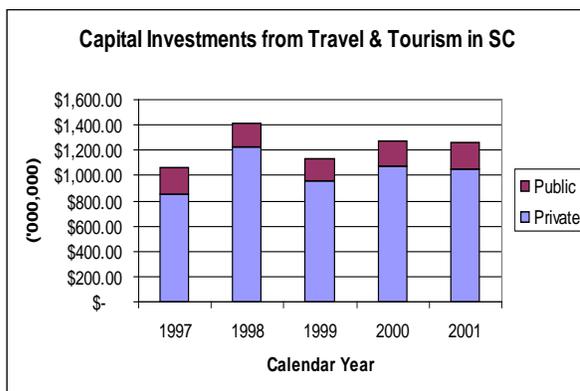
Travel & Tourism Satellite Account

The Travel and Tourism Industry in South Carolina directly produced \$7.4 billion of Gross State Product (GSP) in calendar year 2001. The direct and indirect effect in 2001 was \$10.4 billion, or 8.8% 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 2001, direct employment in Travel and Tourism Industry jobs in South Carolina totaled 160,000. Almost 240,000 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.



In 2001, Travel and Tourism capital investment in South Carolina totaled \$1.264 billion. The private sector invested \$1.046 billion in new construction and equipment expenditures, while the public sector invested \$218 million.



Travel and Tourism generated \$746 million in state and local tax revenues. In comparison, government operational expenditures on the Travel and Tourism Industry totaled \$743 million in 2001.

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

In FY01-02, 239 employees participated in 10 training courses offered by the agency's Human Resources Training Section, two of which were specifically designed for the Business and Community Development Division and the Marketing Division. Courses were offered and presented by the agency's Human Resources Training and Development Section, representing a cost savings of \$27,173. By utilizing the Cabinet Agency Consortium, 169 employees received training at a savings of \$16,475. Through the Consortium, 125 employees received Diversity Training, conducted exclusively for PRT. In the coming fiscal year, Diversity Training will be conducted in the four State Park districts, allowing all employees an opportunity to attend.

Technology Services conducted 98 in-house computer skills training classes, bolstering the skills of 543 employees, of which 134 were employees from other agencies. Specialty training was requested from the Governor's Office and was provided free of charge by PRT, saving the participating agencies \$26,130.

Additionally, the State Park Service and Visitor Services programs conducted on-going, job-specific training. Eighty Visitor Services employees participated in the program's eight training sessions. State parks conducted 295 training programs, enhancing the skills of 2,099 participants and representing 12,825 hours of training.

A New Employee Orientation Program was developed to better familiarize new employees with the comprehensive diverse programs and functions within PRT. This program was offered to all employees within the Midlands area through voluntary staff meetings of which approximately 175 attended. The program will be offered to field employees, by district, beginning in the fall of 2002. New employees will be given the Orientation Program each quarter, dependant upon hiring opportunities. This program is available on CD for the convenience of anyone who is unable to attend.

A new Applicant Tracking System, utilizing scanned documents into Microsoft Outlook was rolled out in January 2002. This system was implemented based on feedback from multiple areas of the agency with the intent of decreasing turnover time and costs. The amount of time to receive applications for a posting was decreased by 85%. In addition, there was a complete decrease in mailing, copying and shredding costs, as the information is now transmitted electronically.

PRT's Human Resource Management Office has made a concerted effort to increase the diversity within the agency by implementing a comprehensive recruitment program that includes establishing partnerships with the minority colleges and universities, meeting with academic professors regarding customizing academic schedules tailored to a career in Parks and Recreation; attending career fairs and conducting class presentations to educate students about PRT's services and career opportunities.

A Project Based Internship Program has been developed. It will focus on creating exposure to all key functional areas of the State Park Service, as well as a pre-designated project that is A) customized to the intern's area of study/interest and B) fulfills a need at the Park. The intern will receive direction and management from both State Park Managers and State Park Rangers. The internships will be designed to provide interns with a hands-on example of full-time, management track, employment

with the State Park Service. Successful completion of a Project-Based Internship will be based on completion of specified criteria.

A Youth Recruitment Program is to be implemented when school resumes to heighten awareness among elementary, middle and high school aged students via hands-on initiatives. The result includes younger generations spending time at a State Park, while building a respect and understanding of PRT's mission, therefore, pursuing a career in Park Management.

A Senior Co-op program will also be implemented in the fall to recruit students seeking a degree into full time employment with the State Park Service upon graduation. Students will be classified as Senior Co-ops and will work on a temporary full-time basis with the park service for a period of one semester. Students will be asked to complete a multiple pre-designated project that relates to their area of study/interest as well as daily operational and maintenance functions. Students will be recruited from minority based educational institutions, organizations and professional references from state minority leaders.

This year PRT implemented a formalized Shadowing Program and a Work-Place Program to encourage students to pursue degrees in the areas of Parks Management, and Natural and Cultural Sciences. This will hopefully encourage them to develop interest in pursuing careers with the State Park Service. During the first year, contacts were made with three (3) high schools in each of the four (4) state park districts. All districts have plans for related programs for the fall, while some were able to conduct programs during the current school year. Huntington Beach State Park will participate in a two-phased program involving a shadow program and a work-place program, beginning in August. The shadow program is geared for ninth graders and is a one-day experience that gives students a quick glance as to what Park Rangers do on a daily basis. The work-place program is geared to high school juniors and seniors, which involves four (4) days per week, two (2) hours per day for an entire semester. Huntington Beach will complete evaluation forms as part of the work-place program for which the students will receive credits toward graduation. At Santee State Park, a relationship has been developed with the Orangeburg-Calhoun Preparatory Consortium. This organization coordinates these types of programs for several schools in the local area, which has the ability to affect even more students. These are examples of how these programs will not only benefit the students, but will hopefully benefit the recruitment program for the agency.

Full-time employee (FTE) minority recruitment initiatives have also been a main focus for PRT during the past year. These efforts will work in tandem with the Internship Program. In addition to the mandated Vacancy Announcement distribution, announcements are being sent to targeted colleges/universities (including specific minority institutions); Legislative Black Caucus; targeted media publications; and minority interns and current employees working in the agency are also being encouraged to apply. Diverse Interview Teams are being utilized for all positions. Training in the newly adopted interviewing techniques has been provided for 75 employees in order to have a sufficient pool from which to pull. The HRM Office has processed a total of 847 applications for 35 positions, since October 1, 2001. New hires have resulted in three African American males, five African American females and

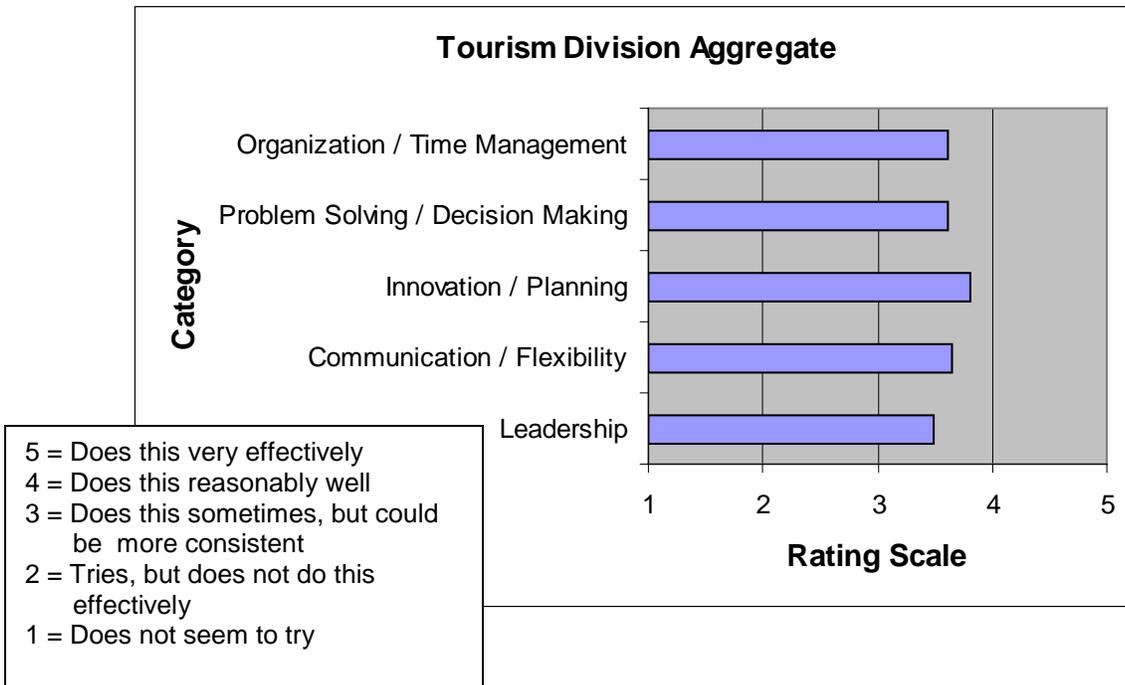
thirteen Caucasian females, one Hispanic male being hired into FTE's. Promotions resulted in one African American male and five Caucasian females.

The Summer Park Internship Program has resulted in 14 minorities being hired. They represent the following institutions: Coastal Carolina, USC, Southern Adventist University, Clemson University, Morris College, Limestone College, Brigham Young University, Benedict College, Central Carolina Tech and Pennsylvania State.

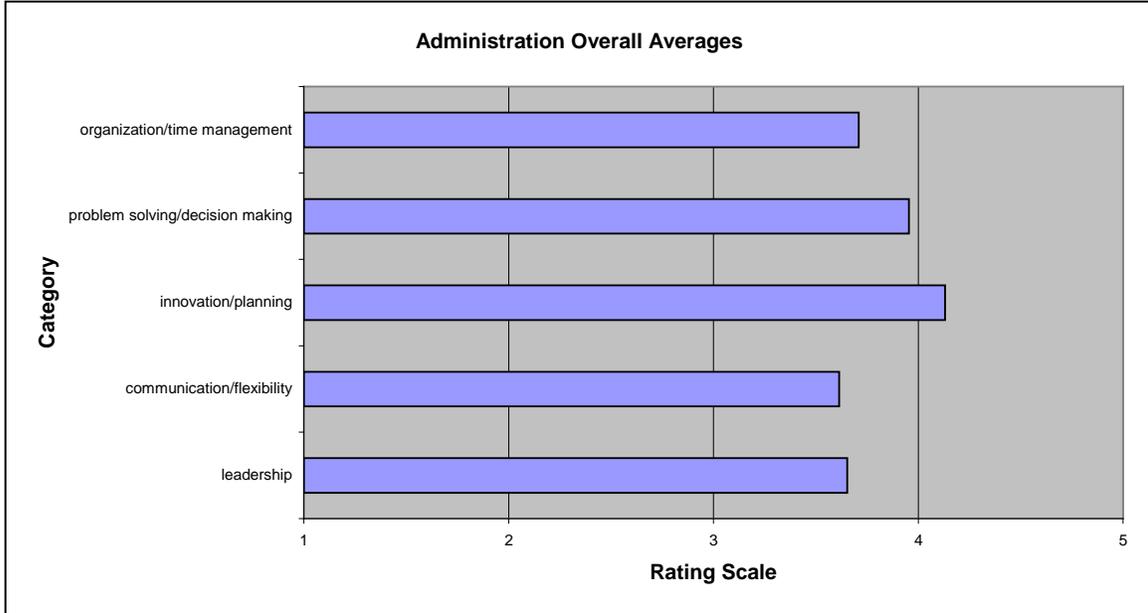
The Employee Performance Management System (EPMS) is a tool that helps employees see their roles and responsibilities within the agency and work toward achieving agency goals. High performance is supported through the use of this tool. By implementing the Universal Review Date, this will allow the employee and supervisors the opportunity to better plan for training opportunities, and set goals and measurements for professional development. The Universal Review Date will assist the agency leadership with better yearly budget planning.

Staff Assessment of Management Survey (SAMS)

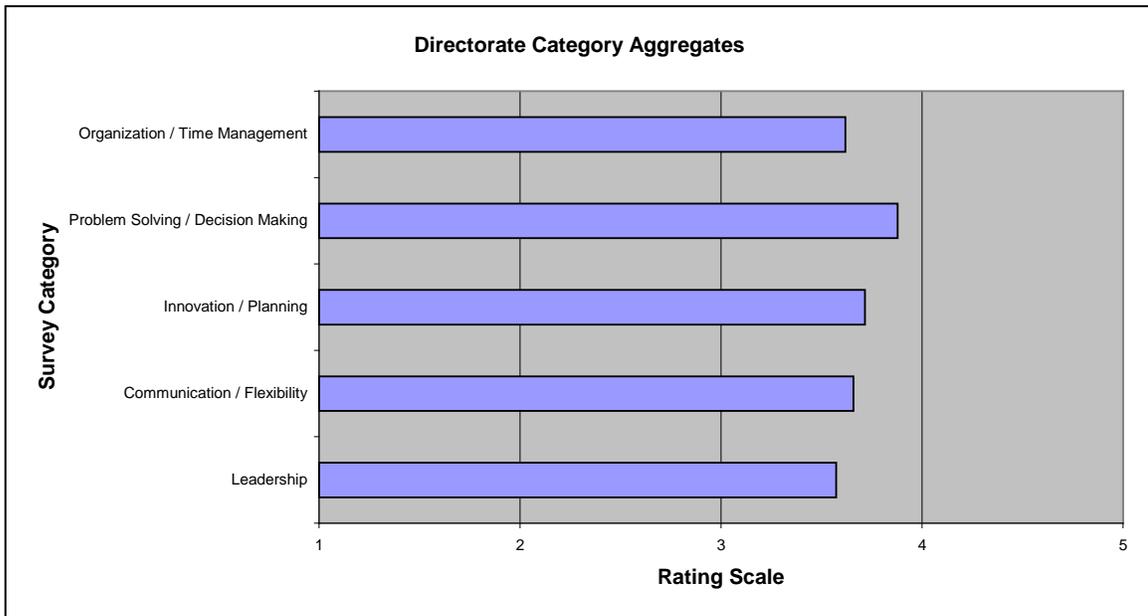
To address management feedback and employees' satisfaction with their supervisory relationship, senior leaders utilized the Staff Assessment of Management Survey (SAMS). Employees fill out rating questions and open-ended questions about their supervisor's performance in five key areas: leadership, communication / flexibility, innovation / planning, problem solving / decision making, and organization / time management. Results from the survey are compiled, analyzed, and used to plan for performance improvements with each manager evaluated by the employee feedback system. In addition, results are aggregated and used to set leadership team goals in each agency division. The rating scale for feedback ranges from 5 "does this very effectively" to 1 "does not seem to try."



Staff Assessment of Management Survey (SAMS) continued



5 = Does this very effectively
 4 = Does this reasonably well
 3 = Does this sometimes, but could be more consistent
 2 = Tries, but does not do this effectively
 1 = Does not seem to try



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

2001-02 Cooperative Advertising Programs

Spring 2002 Magazine Insert Programs included customized four-page/four color inserts targeting six different types of travelers. The insert program combined partner brochure advertising units and included a reader service reply card with editorial stories. Total circulation for the six customized inserts was 11,169,995. Industry partners could participate in one or all six inserts. Advertisers also receive a free listing on South Carolina's "HotDeals" web page.

Partner Participation: 66 Industry Participants **Revenue Generated:** \$146,803.30

The Fall 2002 Magazine Insert Programs used customized four-page/four color inserts targeting three different types of travelers. The insert program combined partner display advertising units and brochure page advertising units with editorial stories. Total circulation for the three customized inserts was 2,549,858. Industry partners could participate in one or all three inserts. Advertisers also receive a free listing on South Carolina's "HotDeals" web page.

Partner Participation: 22 Paid Partners + 6 PRT in-house ads = 28 total
Revenue Generated: \$48,202.00

For the USA Today Newspaper, New York, New Jersey, Ohio and Pennsylvania were selected as target markets. A full-page/four color advertisement ran in six issues during January and February. Total circulation for all six insertions was 1,607,557. Advertisers also receive a free listing on South Carolina's "HotDeals" web page.

Partner Participation: 72 **Revenue Generated:** \$ 70,560.00

The Internet Programs Coolsavings.com, Travelocity.com, PGATour.com and 24/7 Media provided advertisers with a variety of web marketing options including: shared banner ads, e-mail newsletters, hot links, per-inquiry leads, and sweepstakes. Advertisers also receive a free listing on South Carolina's "HotDeals" web page.

Partner Participation: 10 **Revenue Generated:** \$ 49,965.00

The *South Carolina Smiles* Magazine is a four-color, lifestyle magazine. As one of three pieces of South Carolina's official vacation kit, it is distributed in response to inquiries generated from the marketing and advertising campaigns.

Partner Participation: 60 **Revenue Generated:** \$ 413,859.95

South Carolina Places is a digest-sized publication designed as a reference guide on the state. It includes information on attractions, activities and interests, directions, festivals and seasonal events. One of three pieces of the official vacation kit distributed in response to inquiries generated from the marketing and advertising campaigns.

Partner Participation: 1 **Revenue Generated:** \$ 19,642.70

South Carolina Highways is a four-color state highway map and it has a nine-panel foldout format. Also one of three pieces of the official vacation kit, it is distributed in response to inquiries generated from the marketing and advertising campaigns.

Partner Participation: 2 **Revenue Generated:** \$ 43,013.88

Tourism Marketing Partnership Program (TMPP)

The allocated amount for FY 01-02 was \$2,411,599.12. Evaluation forms for this fiscal year have not been received or calculated at this time as the program uses fiscal year data two years previous to determine economic impact.

The economic impact relative to FY 00-01:

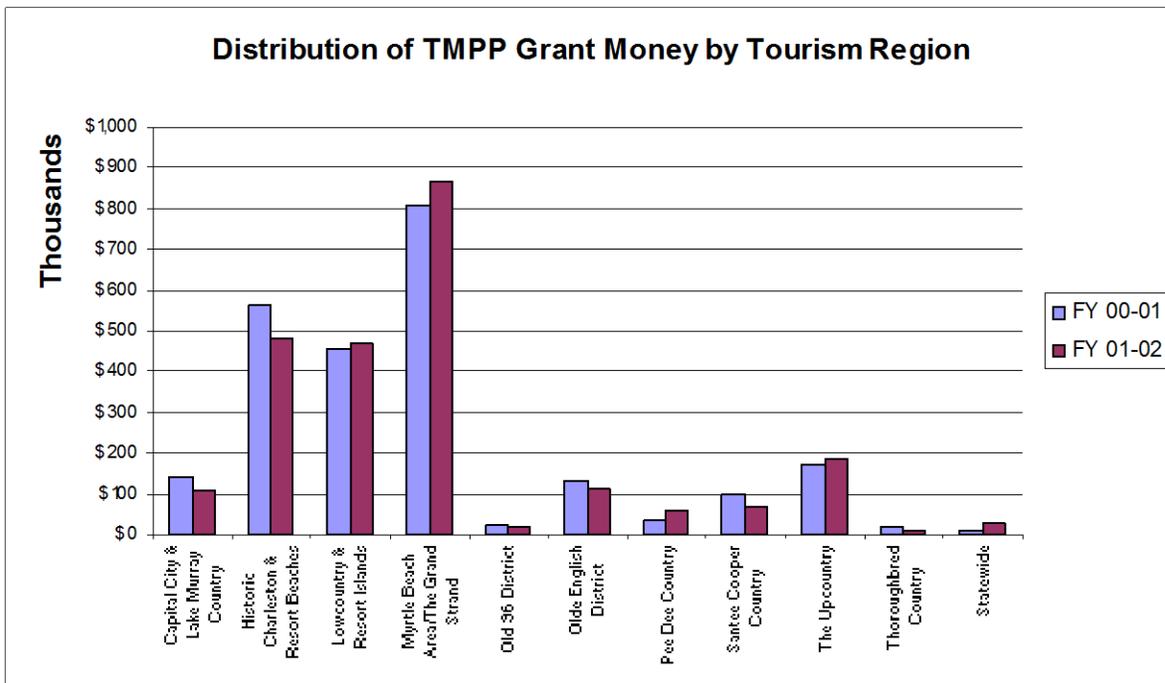
Allocations for FY 00-01 were \$2.2 million.

Of the total allocations, \$1,890,492 was accounted for from grant recipients' evaluation forms.

The TMPP grants for FY00-01 generated state taxes totaling \$33,367,606.

Using these figures, this amount equates to a return of investment of \$17.65 per TMPP dollar.

(Note: These totals are based on the premise that TMPP organizations reported their economic impact based on their grant allocation not their total marketing budget.)



Parks & Recreation

The Lake Greenwood project includes \$1 million in state bond funds supplemented with approximately \$460,000 in private donations and \$250,000 in local funds.

The Edisto Beach Interpretive Center is currently under construction and ahead of schedule. The project was designed to promote the principals of stewardship and sustainability. PRT partnered with DNR to obtain Federal funding on the project. To date, the agencies have obtained \$3,388,798.00 of NERR grants and have used the Park property as a match to the grant. This facility will also help both agencies meet

their goals in education and to help stimulate the ACE Basin Project by providing one of the satellite centers. PRT has applied and received preliminary approval on a LWCF grant for trails at the park.

For the development of the Musgrove Mill site PRT partnered with the Palmetto Conservation Foundation to obtain additional funding and to develop interpretive materials.

To create the Savannah River Scenic Highway town entrance enhancements the agency partnered with five small towns to obtain grants from the Federal Highway Administration to enhance town entrances.

PRT partnered with Palmetto Conservation Foundation (PCF) on implementation of the Palmetto Trail, a cross-state hiking and biking trail linking a variety of public recreational areas, natural areas, historic sites, and communities from the mountains to the sea. PRT also supported PCF's efforts on regional trails plans and is working on a memorandum of agreement to jointly develop the state trails and greenways plan.

The marketing plan for the Savannah River National Scenic Highway and the Cherokee Foothills National Scenic Highway was completed, printed and distributed. A color brochure and map for the highways was also completed, printed and distributed. This project was funded (80%) with a scenic highway grant through the Federal Highway Administration.

PRT is working with Leadership Greenville to develop plans and gain funding for the renovation of the CCC bathhouse at Paris Mountain into an office and visitors center complex.

At Hunting Island, the Dept. of Health & Environmental Control (DHEC) Office of Coastal Resource Management (OCRM) has provided \$4.2 million in funding to restore the beach. PRT is currently working with the Army Corps of Engineers to obtain section 206 and section 14 funding (\$ 5 million) to supplement the corps funding for beach restoration.

The Dreher Island wastewater treatment project was accomplished with a local government grant in the amount of \$400,000.

An additional 1,049 acres has been protected around the 448-acre Landsford Canal State Park historic and natural area through a partnership with Duke Energy, Katawba Valley Land Trust, SC Department of Natural Resources, and the SC Forestry Commission. KVLTL secured an option on the property and it was purchased by DNR through the Forest Legacy Program. Management will be by PRT with assistance of DNR and the Forestry Commission.

Implementation of the Catawba River Planning Framework, completed in 2000, has continued through a partnership between PRT, DNR, and Duke Energy. Acquisition of the additional property at Landsford Canal was one of the key priorities successfully completed. Protection of islands and view sheds at Great Falls/Stumpy Pond is another

priority that is being actively pursued. Efforts are underway to examine options to expand conservation management of all pertinent lands along the Catawba River and lakes.

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

Recreation, Planning & Engineering

This office provided design, engineering, and construction oversight for a variety of projects at these State Park locations:

Charles Towne Landing Devil's Fork Edisto
Hamilton Branch Hunting Island Hickory Knob
Lake Greenwood Musgrove Mill Paris Mountain
Santee

At Table Rock the office worked with the State Historic Preservation Office to preserve historically relevant CCC-era granite piers. The spanned the bridge over these piers with a timber bridge and used "rock-formed" concrete to maintain the "look" of Table Rock State Park.

The Huntington Beach Education Center was part of the DNR Stewardship Award winning project. We provided design and construction oversight on the facility and the exhibits. At this time, we believe the site is the first use of pervious concrete in South Carolina, which is being touted as a sustainable alternative to asphalt parking lots and trails. The facility teaches stewardship and diversity of habitats. The facility recently was awarded a local award for stewardship called the Golden Oyster Award by Murrells Inlet 2007.

Parks and Recreation Technical Assistance were provided to thirty-two communities. Eight of these communities were awarded federal grants as a result of the assistance provided.

PRT staff participated on the Board of the SC Wildlife Federation to interact with representatives of a variety of agencies and organizations and provided leadership regarding planning, conservation, outdoor recreation, and nature-based tourism efforts around the state.

The agency partnered with Palmetto Conservation Foundation to construct additional segments of the cross-state trail. A key segment underway is between Table Rock State Park and Keowee-Toxaway State Natural Area through DNR's Jocassee Gorges Natural Resources Area. The SCTRAILS website also provides critical links to PCF and the Palmetto Trail to help residents and visitors discover these resources.

SC Forestry Commission Recreation Advisory Committee - Served on the advisory committee to assist our sister agency in developing new recreational policies, operating guidelines, and facility plans to accommodate growing demands from recreational interests.

PRT participated in the Great Falls Nature Based Tourism Implementation Committee and Great Falls Heritage Celebration Committee providing technical assistance in this small town with limited financial resources. The community's plan to capitalize on its natural and cultural resources through a variety of efforts and partnerships is well underway.

As a member of the SC Chapter of the American Planning Association, staff chaired the Environment, Recreation, and Tourism Subcommittee of the Legislative Committee, keeping members informed of important state and federal legislation affecting professional and volunteer planning members around the state.

PRT partnered with SC Recreation and Parks Association (SCRPA) and Clemson University to re-design the Rural Recreation Program so that it now focuses on a systematic analysis of a county area for the delivery of parks and recreation services as opposed to just providing programs for the summer.

PRT staff maintained and updated the <http://www.SCTRAILS.net> website providing information and maps on trails throughout the state, as well as links to numerous trail user groups, trail management agencies and organizations, and a variety of trail resources.

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 2003					
	Fiscal Year 1998-1999	Fiscal Year 1999-2000	Fiscal Year 2000-2001	Fiscal Year 2001-2002	Fiscal Year 2002-2003
State Appropriations					
Recurring					
SCATR	825,000	1,375,000	1,375,000	1,375,000	1,375,000
Contributions	381,552	381,552	441,552	441,552	441,552
Operations		26,988,464	32,128,083	31,538,083	34,233,808
Non-Recurring		8,000,000	4,000,000	4,000,000	4,000,000
Earned Funds					
Admissions Tax	27,332,848				
Park Revenue	15,000,000	15,200,000	15,700,000	15,700,000	15,700,000
Total Funds	43,539,400	51,945,016	53,644,635	53,054,635	55,750,360

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. PRT also received \$8 million in non-recurring funds to stabilize our agency spending. This non-recurring money was used to repay the PARD loan (\$4 million) that was being used to help PRT regain the lost market share that was lost due to the lack of funding. In Fiscal Year 2000-2001 we were able to annualize \$4 million of the \$8 million and received the remainder in non-recurring. In Fiscal Year 2001-2002, PRT annualized \$2 million of the \$4 million, but due to the net effect of budget reductions this annualization was not realized. Also PRT received a \$2 million loan for emergency advertising in the wake of September 11. In Fiscal Year 2002-2003, PRT annualized the remaining \$2 million of the original \$8 million.

Parks and Recreation

State Park Service Light/Power/Heat Expenses – CENTS Savings

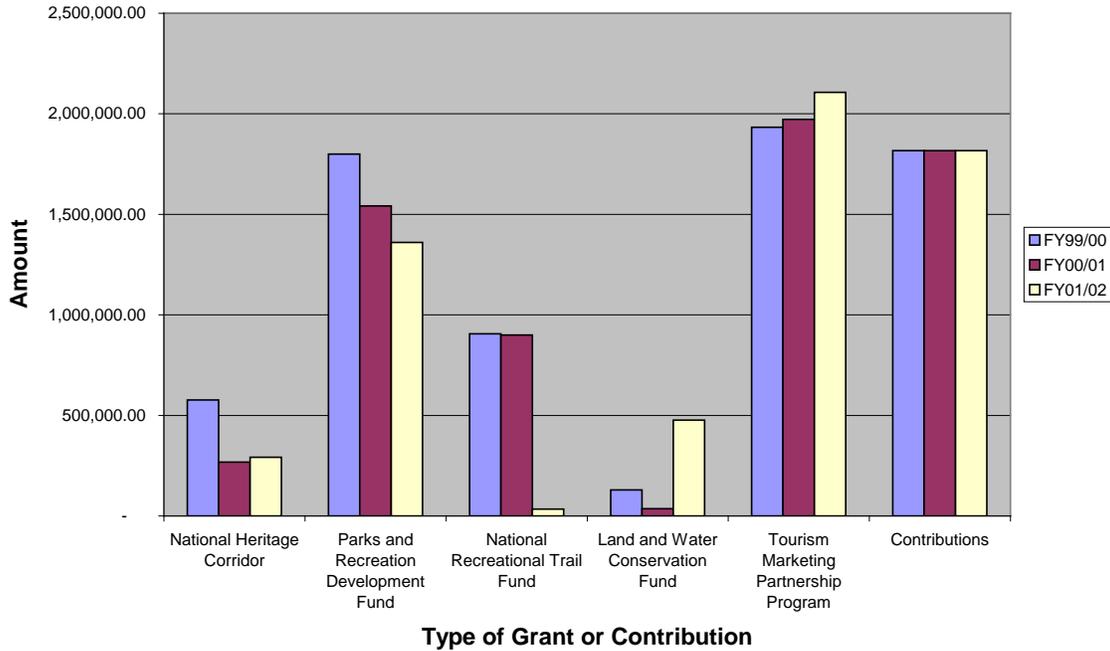
This table shows the expenditures for light, power, and heat for Fiscal Year 01-02 compared to the previous two fiscal years. The high-energy costs in FY 00-01 reflect the process of clearing up all outstanding power bills and consolidating power bills for more timely payment. The efforts by Park staff in putting the CENTS (Conserving Energy Now Through Stewardship) program in place have decreased energy costs from 18.1% from FY 01 to FY 02. Costs also decreased 4.9% from FY 00 to FY 02.

	Fiscal Year 1999-2000	Fiscal Year 2000-2001	Fiscal Year 2001-2002	Per Cent Change FY 00 to FY 02	Per Cent Change FY 01 to FY 02
DISTRICT I TOTAL	\$ 408,118	\$ 487,127	\$ 406,344	-0.43%	-16.58%
DISTRICT II TOTAL	\$ 300,509	\$ 350,764	\$ 292,609	-2.63%	-16.58%
DISTRICT III TOTAL	\$ 353,327	\$ 426,803	\$ 330,894	-6.35%	-22.47%
DISTRICT IV TOTAL	\$ 555,085	\$ 611,627	\$ 507,413	-8.59%	-17.04%
Totals	\$ 1,617,039	\$ 1,876,322	\$ 1,537,260	-4.93%	-18.07%

Recreation, Planning & Engineering

Park & Recreation Development Fund (PARD) is a state-funded reimbursement grant program. It is a non-competitive program available to eligible governmental entities within each county area for development of new indoor or outdoor public recreation facilities or enhancements/renovations to existing facilities. PARD funded 118 new projects totaling \$733,680 and conducted 149 inspections.

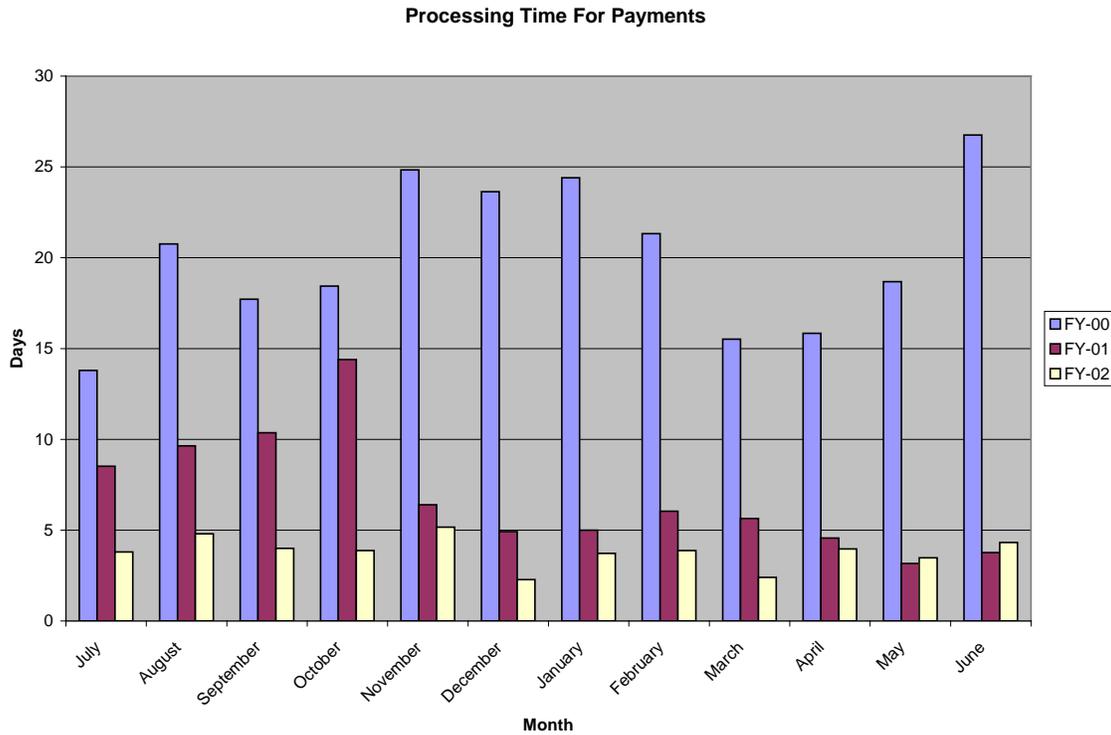
Grants and Contributions



Land & Water Conservation Fund (LWCF) is a Federal grant program under the direction of the National Park Service, US Department of Interior. These funds can be used for either land acquisition or facility development for the purpose of public outdoor recreation. LWCF funded 7 new projects totaling \$1,389,740 and conducted 81 inspections. Recreation Land Trust Fund (RELT) is a state-funded reimbursement grant program. The funds can only be used for the acquisition of land for the purpose of public recreation. RELT funded 8 new projects totaling \$258,800.

Finance

The data serve as a measure for the Finance Office to ensure the workflow and systems in place are efficient. The chart reflects the monthly processing times have become stable and barring any significant changes should continue to be stable in FY-03.



State Park Economic Impact

Each state park is assigned a State Identification Number and this number remits all returns. The first two digits of the number reflect the county in which each park is located. However, accommodations tax that is remitted to DOR for a particular county may not be remitted to that county because of the way the state calculates the funds. For example, Horry County does not receive the full amount of accommodations tax reported to DOR. Therefore, the accommodation can be shown on the state level, but we shouldn't use the information to discuss or reflect any tax generated for a county.

The Local Option tax which includes; Local Option Sales Tax, School District Tax and Capital Project Tax, is remitted directly to the county or city via DOR. These taxes do have a direct impact on the county or city in which that state park operates.

**State Tax Information
Fiscal Year 2002**

	Admissions Tax	Sales Tax	Accommodations	Local Option	Total
July-01	\$18,508.71	\$72,187.15	\$18,024.99	\$6,556.86	\$115,277.71
August-01	\$11,403.41	\$54,422.68	\$14,222.34	\$5,277.30	\$85,325.73
September-01	\$10,874.22	\$54,301.83	\$14,249.15	\$5,822.20	\$85,247.40
October-01	\$6,953.21	\$45,578.33	\$11,870.90	\$5,059.15	\$69,461.59
November-01	\$4,964.48	\$34,363.37	\$8,903.80	\$3,980.07	\$52,211.72
December-01	\$3,991.69	\$25,282.06	\$5,762.18	\$2,569.43	\$37,605.36
January-02	\$3,631.78	\$12,828.02	\$2,581.88	\$39,146.68	\$58,188.36
February-02	\$5,252.73	\$28,473.47	\$8,142.28	\$3,060.91	\$44,929.39
March-02	\$9,800.14	\$47,874.26	\$12,702.76	\$5,611.06	\$75,988.22
April-02	\$14,442.23	\$63,094.52	\$16,176.20	\$7,127.24	\$100,840.19
May-02	\$13,533.28	\$61,236.34	\$16,021.91	\$6,268.01	\$97,059.54
June-02	\$20,643.60	\$88,247.00	\$23,183.00	\$8,146.00	\$140,219.60
Total Tax Remitted to DOR	\$123,999.48	\$587,889.03	\$151,841.39	\$98,624.91	\$962,354.81