

**Annual
Accountability Report**
Fiscal Year 2003-2004



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. The citizens of South Carolina are served by and benefit directly from the economic development activities of PRT. By promoting tourism and supporting the expansion and continued growth of the tourism industry, PRT plays a key role in accomplishing the Governor's objective of increasing personal income of South Carolinians. The agency's mission is to *raise personal income of South Carolinians by creating a better environment for economic growth through delivering state government services more effectively, improving quality of life, and promoting economic development through tourism.*

Through PRT's Tourism-based Community and Economic Development efforts, it is also able to extend the benefits of tourism to all areas of the state and to assist rural and lesser-developed communities in generating economic activity. In 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.

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 Strategic Goals

PRT has updated its strategic plan to better align its resources with its core mission and to adapt to the current economic realities. Also, each key program area of the agency operates from a comprehensive annual plan. A list of key initiatives is in place to support the agency with achieving two strategic objectives:

- 1. Raise South Carolina's Gross Tourism Product per Visitor 10% by 12/31/2005.**
- 2. Reinvest \$5,000,000 into state park resources by 6/30/2006 in order to improve visitor experiences.**

Opportunities & Barriers

Economic Development

Tourism is the state's largest industry. Its size, unique character, and relative importance to the state's economy require dedicated resources and specialized expertise. Given the SC Department of Commerce's mission to support a broad range of industries, it would be difficult for it to devote the resources and focus necessary to also support the tourism industry. A primary distinction between the mission of PRT and the mission of the Department of Commerce can be made through examining the sales and marketing objectives of the two agencies. The marketing and sales efforts of PRT are primarily aimed at a consumer market (i.e., travelers to the state); whereas, the Department of Commerce's sales efforts are targeted to a business audience.

Visitor Services

In terms of state government, PRT serves visitors and travelers almost exclusively. While PRT oversees the state's nine Welcome Centers, the Department of Transportation does provide interstate rest stops within the state, and, in conjunction with PRT, publishes a road map for visitors. Additionally, some resource agencies such as the Department of Natural Resources (DNR) provide limited recreational facilities (e.g., boat landings) for residents and visitors. However, DNR's role is primarily regulatory in nature. The State Park Service, on the other hand, is primarily focused on providing recreational access to the state's natural resources. The State Park Service works closely with other resource agencies to protect our state's natural resources and to balance access with conservation. In addition to the management of natural resources, the State Park Service also manages cultural and historical resources.

The State Park Service is unique in state government in that its customers actually have a choice in whether or not to use its services. It is this characteristic of the State Park Service, in combination with the role it plays in supporting tourism, that makes the State Park Service a logical partner with the other programs of PRT. PRT is focused on marketing to and fulfilling the needs of consumers. Likewise, the State Park Service must have a similar focus on the consumer, because it must "attract" its customers.

Technology

The agencies financial application software (State Agency Accounting System - SAAS) was developed by, written by, and is currently maintained by the University of South Carolina (USC). This software application has been used in a production environment for over 20 years and does not meet the agency's current financial reporting requirements. An agency team was tasked with selecting and implementing a stop gap solution until SAP is implemented statewide.

Benefits of the FRX financial reporting application include:

- The ability to drill down for detail
- Ease of creating standard reports
- The ability to create a single report from a number of different sources

State Parks currently does not have an automated method for taking and managing reservations within the State Parks system. An agency team has moved forward with the procurement of a web based central reservations system (CRS).

Benefits of a central reservations system to the agency will include:

- Increased guest loyalty by booking reservations using the Internet;
- Improved management of room / campsite inventory;
- Improved management of rates and reservations;
- Improved management of arrival and departure dates; and
- A database of valuable guest information for use in marketing.

During the FY 04/05, another agency team will work with the CRS vendor to implement the system throughout State Parks with accommodations.

Currently, the State Park Service runs its retail operations in the same manner it did 25 years ago. All inventories are taken manually. All sales are rung up on a six key cash register. With the current system, State Parks does not have the ability to run reports on what items are selling / not selling, the ability to move inventory around, to discount items not selling, or track customer behavior. A new point of sale (POS) system will be implemented in 2005 to address these needs.

The benefits of a POS system to State Parks will include:

- Ability to identify high moving, most profitable and non-selling items;
- Inventory control;
- Ability to know what time of the year an item sells the best;
- Ability to capture customer data – who are the best customers;
- Ease of use in the ability to discount or change prices; and
- Knowledge of what items need to be ordered, have been ordered and what has been received.

Major Achievements from FY 03-04

South Carolina is 4th in the nation in the importance of travel and tourism to economy, behind Hawaii, Nevada, and Florida. Our customers are unique in state government – they include consumers of travel and tourism activities, the private sector businesses that provide amenities for visitors and the destination marketing organizations and associations that represent the tourism industry. In addition, we cater to resident and non-resident users of parks and recreation facilities throughout the state.

One of our main functions is to market the state to travel consumers to increase the number of customers who patronize the diverse businesses that make up the tourism industry. In addition, we provide for the system of facilities that provide consumers with experiences in our natural environment and cultural heritage.

No other agency engages in the level of marketing and visitor services on the scale that PRT does.

Tourism

The purpose of the Tourism Program is to positively impact the state's economy by attracting visitors to expend discretionary income in South Carolina. The program objective is achieved through integrated research, marketing, sales, visitor services and grants strategies.

On behalf of the state's tourism industry, PRT develops and implements an annual multi-faceted marketing plan that promotes the state's cultural, natural and man-made tourism resources for the purpose of attracting visitors to the state. The marketing plan strategies target key domestic and international consumer and trade markets. Resources were shifted to marketing as a priority taking the marketing budget from 19% of total agency budget to 25%. Under the direction of the agency director, staff increased the marketing budget from \$9.8 million in FY 02-03 to \$11.8 million in FY 03-04, an increase of 20%. Staff also increased funding for paid space media from \$2.99 million in FY 02-03 to \$4.8 million in FY 03-04, a 60.5 % increase.

PRT's tourism program provides financial and marketing assistance to eligible in-state, non-profit tourism marketing entities through the Tourism Marketing Partnership Program, a matching grants program. The agency increased Tourism Marketing Partnership Program budget by 17% (from \$2.4 million in FY 02-03 to \$2.8 million in FY 03-04). The program also provides an array of travel services to visitors through a network of nine Welcome Centers and one Discovery Center with the purpose of extending visitor stays and expenditures in South Carolina. State Accommodations and Admissions Tax collections were both up 3.7% after the first 10 months of FY03-04 versus the same period of FY02-03. In the first quarter of 2004, statewide Accommodations Tax collections were up 5.5%, while Gross Sales in sectors related to travel and tourism were up 7.4%. (Source: South Carolina Dept. of Revenue)

PRT focused advertising efforts on three primary audiences: general consumer, African-American, and avid golfers.

General Consumer – Ads were targeted to women because women make 75% of all leisure travel decisions and tend to be more “brand loyal.” Emphasis was shifted from buys in traditional magazines to lifestyle magazines (e.g., Real Simple, O magazine) to maximize attention and involvement of female audience.

African-American – Targeted ads were to African-American women and group travel influencers. New creative was developed to appeal to this audience. Media buys were chosen that targeted this audience.

Avid Golfers – Ads were targeted to avid golfers to reinforce the image of South Carolina as a leading, quality golf destination. New creative was developed that emphasized the quality and beauty of golf in South Carolina. Media buys were chosen that targeted this audience.

The agency also developed a comprehensive year-long campaign designed to support more days of business and ensure growth during the summer high season. In past years, only a spring campaign with an optional fall campaign was planned. A comprehensive, year-long campaign allows industry partners to better dovetail their marketing with that of the state. Through strategic partnerships and leveraged media buying, PRT yielded over \$4.9 million in added value marketing and advertising.

Due to the favorable response to the Open Space dialogue at the 2004 Governor's Conference, the agency director instructed PRT to develop an electronic industry list serve designed around the Open Space concepts. The S.C. Tourism & Travel Café is a list serve that is a moderated discussion of topics self-generated by industry participants registered with the site. As participation in the list grows, PRT will explore offering other communication tools to the list serve membership. The list serve will create spaces where travel and tourism professionals can share with each other about our work, the industry, and ourselves. The list is open to anyone in the tourism and travel industry working with South Carolina who can receive electronic mail.

State Park Service

Marketing staff provided assistance that allowed the State Park Service to produce and distribute a first-ever early summer newspaper insert delivered to over 630,000

households in South Carolina, North Carolina and Georgia. This insert had a twofold impact: driving traffic to parks and creating awareness of State Park's public value. The South Carolina State Park Service has a tremendous responsibility for the management, protection, and promotion of some of South Carolina's most treasured resources. The agency director created a mechanism to increase the amount of funding the agency re-invests in the core product of the State Park Service. This is being accomplished by using funds realized through increased efficiencies from previous fiscal year operations to strategically reinvest in the park system so as to further enhance the system's ability to produce revenue.

The percentage of self-sufficiency of the park system was increased from 57% to 72%. When comparing South Carolina to other states in the United States, the South Carolina State Park Service's national ranking in this category went from 12th most self-sufficient to 6th. We are the second most self-sufficient in the southeast behind Alabama. This marked improvement in performance was the result of an impressive 13% increase in South Carolina Park Service revenue coupled with a 4% decrease in overall expenses. 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.

Improvements

Marketing & State Parks: A partnership between the office of Tourism Sales and Marketing and State Parks along with an awareness of the product of state parks and the value and demands of the services and goods that parks provide have led parks to re-evaluate the price structure of various goods and services. A major change in rate structure was implemented this year. For the first time, an admission fee was charged at all 46 state parks. Through a public education and information campaign explaining the value of parks, the new admission fee was accepted by the public with relatively few complaints. Admissions revenue is up 46% compared to last year.

Staff used a Devils Fork State Park marketing blitz as a prototype for marketing of park accommodations. They also introduced a park e-newsletter targeted to a database of park customers with the objective of driving incremental business. The integrated efforts of these two programs led to the production and distribution of a State Parks newspaper insert, with metrics, including incentive coupons for targeted revenue centers within parks.

An inter-agency team researched and evaluated State Parks needs for a Point of Sale (POS) and Central Reservation System (CRS). The team made recommendations and presented a plan of action to the Director. As a result of these recommendations a new inter-agency team was formed for the development and publication of a request for proposal (RFP). This RFP has been awarded and an implementation team is in place with a "Go Live" date set for January 2005. This system will allow more proactive yield management through responsive pricing and collection of data on customers.

State Parks: The Park Service under the challenge from the Agency Director to increase revenue by 10% over the previous year will exceed that goal. State Parks exceeded the

10% goal, with an increase of 13%. Forty out of forty-six parks increased their net operating revenue by decreasing expenditures and increasing revenue system-wide. Over the past three years, revenue has increased by 2.5 % while expenses have decreased by 6 %.

The Director hired a Business Analyst to work with park management in evaluating operations and implementing programs to improve the fiscal performance of the park system. The Park Service is taking strategic steps to improve the "bottom line." Parks have improved their percentage of self sufficiency by fifteen percent overall. Business planning processes have been implemented that require park managers to incorporate business principles into the decision making process. The Park Service has expanded the concept of stewardship to emphasize the fiscal resources as well as the natural and cultural. Initiatives are now in place to reward efficiencies by re-investing into parks core products and revenue producers such as camping and lodging.

Recreation, Planning & Engineering: The team provided technical assistance to 40 communities/groups that included site assessments, conceptual designs, funding strategies and issues, organizational issues and proposal evaluations.

Community & Economic Development: The business development program was involved in tourism-related economic development projects that accounted for \$293.6 million in capital investment during the calendar year 2003. Projects were located in Columbia, Charleston, Myrtle Beach, Spartanburg, and Fort Mill. The staff assisted 18 companies or developers of tourism-related economic development projects considering new locations or expansions in South Carolina.

The agency Director worked with fellow members of the Coordinating Council for Economic Development to create new Opportunity Grant Program for rural communities. Additionally, \$1 million in Rural Infrastructure Funds have been designated for tourism development assistance in rural communities.

South Carolina National Heritage Corridor (SCNHC): The Region 3 Discovery Center (with an investment by Barnwell County of approximately \$380,000) was constructed and made ready for installation of exhibits. The design phase of those exhibits was 90% completed with plans made to put out an RFP for fabrication and installation of the exhibits. In Region 4, no state funds were available. The region 2 Discovery Center (a \$1.6 million investment) opened in Edgefield. Three jobs created at the facility. Based on the region 1 visitation of previous years, the center should have a visitation of approximately 20,000 the first year. Since the average heritage tourist spends approximately \$60 a day, the estimated potential impact in Edgefield and the surrounding area could be as much as \$1.2 million new dollars spent in rural tourism areas.

Technology: PRT has implemented a Voice over IP (VoIP) telephone system in all field locations (State Parks and Welcome Centers). This system gives field locations the ability to make telephone calls to the central office or other field locations, or for the central office to make telephone calls to field office locations. All VoIP calls are made using Wide Area Network (WAN) avoiding long distance cost. Total cost savings to the

agency through toll-bypass (at \$0.07 per minute) from July 2003 – May 2004 is \$9,214.00

PRT Workforce: Over the past twelve months, staff has recognized a reduction in costs for our telephone, travel and fleet management operating costs. In FY 03-04, reductions exceeded 10% in telephone costs, 20% in travel and 45% in fleet management, saving over \$75,000. Staffs handling various grant programs were combined and cross-trained eliminating an FTE in this area. Internally, the agency has achieved a similar increase in service, at almost no cost, by utilizing an intranet system for communicating to all employees. The system is now in place and working at all 46 state parks and all nine Welcome Centers statewide. It now can transmit audio and video, as well as, text and static images. In another no cost development for internal communications, we have added the capability to transmit a live link to the Weather Channel to all locations for use in a weather related emergency.

Employee Satisfaction: PRT Matters, the agency's reward and recognition program was initiated during this fiscal year. A training program was developed internally and provided to all full-time and temporary agency employees. Over three hundred employees attended the *PRT Matters* training. This program, which was designed by a diverse group of employees, allows employees to be recognized for extra effort by their peers and superiors. It enables the agency to recognize and reward high-performing employees with minimal cost to the agency. This program enhances morale and helps to mitigate the negative impact of external factors currently affecting state employees. The program recognizes the achievements of employees and teams in a way that supports the agency's values of Teamwork, Customer Service, Stewardship, Innovation, and Leadership.

Section II – Business Overview

Today, PRT is one of South Carolina's most important state agencies. Last year, travel & tourism was a \$14.6 billion dollar industry in our state – South Carolina's top industry. Just over 188,000 South Carolinians were employed (directly and indirectly) in the tourism industry. Travel and tourism generated over \$1 billion in tax returns. Those taxes collected statewide saved the average household in South Carolina \$636. Finally, for every tax dollar spent on travel and tourism at the state and local level, \$1.91 was returned in taxes alone.

South Carolina state parks are attracting millions of 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 historically had an organizational structure that could best be described as functional. A functional structure revolves around a vertical, hierarchical flow of decisions and information. The disadvantages to a hierarchical structure include a short-term focus on routine tasks, narrow perspectives of the business of the organization, and reduced communication and coordination between and among divisions of the agency. PRT's reorganization last fiscal year created a matrix organizational structure. A matrix structure is a combination of a lateral structure of service or program management and a vertical functional structure. This structure works well when an organization faces an uncertain environment and needs to be leaner and more flexible. The matrix structure has created more collaboration across the functions of the agency and maximized the use of fewer human resources across agency initiatives. FTE's currently stand at 439 for the agency.

PRT invests critical resources in its employees to create a motivated, diverse, and capable workforce. Services are enhanced through the support of 300 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 program area of the agency supports PRT's mission by helping staff understand and embrace the goals and philosophy of their line of service.

Operation Locations and Descriptions 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. PRT has four major program areas: Tourism Marketing, Tourism-based Community & Economic Development, State Parks, and Recreation.

State Parks

South Carolina 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. The state park system provides the green infrastructure that will be critical to future South Carolinians.

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 46 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.

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 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 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 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 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.

Recreation

The Recreation Program assesses statewide needs, issues, and public opinion on recreational topics. In addition to promoting outdoor recreation -- including trails and greenways, the program provides technical assistance to communities on a wide range of parks and recreational issues, including conceptual planning, facility management, and grant needs. The program administers four federal and state funded grant programs that assist with acquisition and development of parks and recreation facilities.

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. The purpose of the PRT Tourism Program is to positively impact the state's economy by attracting visitors to spend money in South Carolina. The program works through integrated research, marketing, sales, visitor services, and grants strategies. (Figure 7.1.4) 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 tourism 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.

Customer segments cut across areas of the Tourism Program. Direct service is provided to one group of customers – the state's visitors. Based on door-count figures, more than 7 million visitors annually visit the state's Welcome Centers, of which approximately 1.7 million received direct assistance during the past fiscal year. Specifically, the network of nine state Welcome Centers and one Discovery Center provide free travel services, including reservation assistance, routing assistance, trip planning assistance, translation services and pro-active distribution of a broad range of South Carolina travel-related literature.

PRT provides financial and marketing assistance to eligible state, non-profit tourism marketing entities through the Tourism Marketing Partnership Program (TMPP), a 50/50 matching grants program. The TMPP staff is available to provide one-on-one guidance to grant applicants and grant recipients to help insure the most effective use of the state's matching grant funds.

Marketing and Sales

This service area is responsible for implementing agency policy and programs related to the development of South Carolina's tourism marketing, sales and grant programs. PRT develops and implements an annual multi-faceted marketing plan that promotes the

state's cultural, natural, and man-made tourism resources for the purpose of attracting visitors to the state. The agency's staff has contracts 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.

Welcome Centers and Discovery Center

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 seven 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 and attraction reservations, and proactive one-on-one marketing. 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.



Tourism Community and Economic Development

This program area's purpose is to attract and facilitate new and expanding quality destination tourism developments in the state, as well as to develop grassroots initiatives that use natural, cultural, and historic resources to provide economic development through tourism.

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. (See Figure 7.2.8)

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

Research and Policy Development

The Research and Policy Development team provides tourism marketing and economic research to internal and external customers. The team also provides support and strategic policy recommendations to the agency to further the agency's mission to improve the economic well-being and quality of life in South Carolina. (See Figure 7.1.4)

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 and Customer Segments

PRT provides direct service to primary customer groups through the Park Service, Welcome Centers, and Discovery Center. In addition to direct customer service, the agency delivers a significant impact with stakeholder groups affected by other major agency services. PRT's main clients are the citizens of South Carolina and the state's tourism industry. Its main customers are the residents of South Carolina and the approximately thirty million annual visitors to South Carolina. PRT is primarily an economic development agency, but it also manages certain natural, cultural and historical resources of the state.

PRT maintains an ongoing dialogue with its tourism industry partners through workshops, meetings, and conferences. These sessions provide opportunities for agency staff to acquire feedback from the industry while sharing valuable information for marketing the state. PRT also locally hosts individual State of the State Park meetings. There, citizens and industry partners alike can express views and develop strategies for effectively utilizing each park as a community resource. Additionally, the personnel of each program area, from Park Service to Tourism, act as experts on local, county, and statewide bodies, providing assistance and technical expertise on numerous projects.

Key suppliers for PRT's services include the Leslie Agency, Parks Service Friends Groups, MarketSearch Corporation, M Davis and Co., and local chambers of commerce. 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.

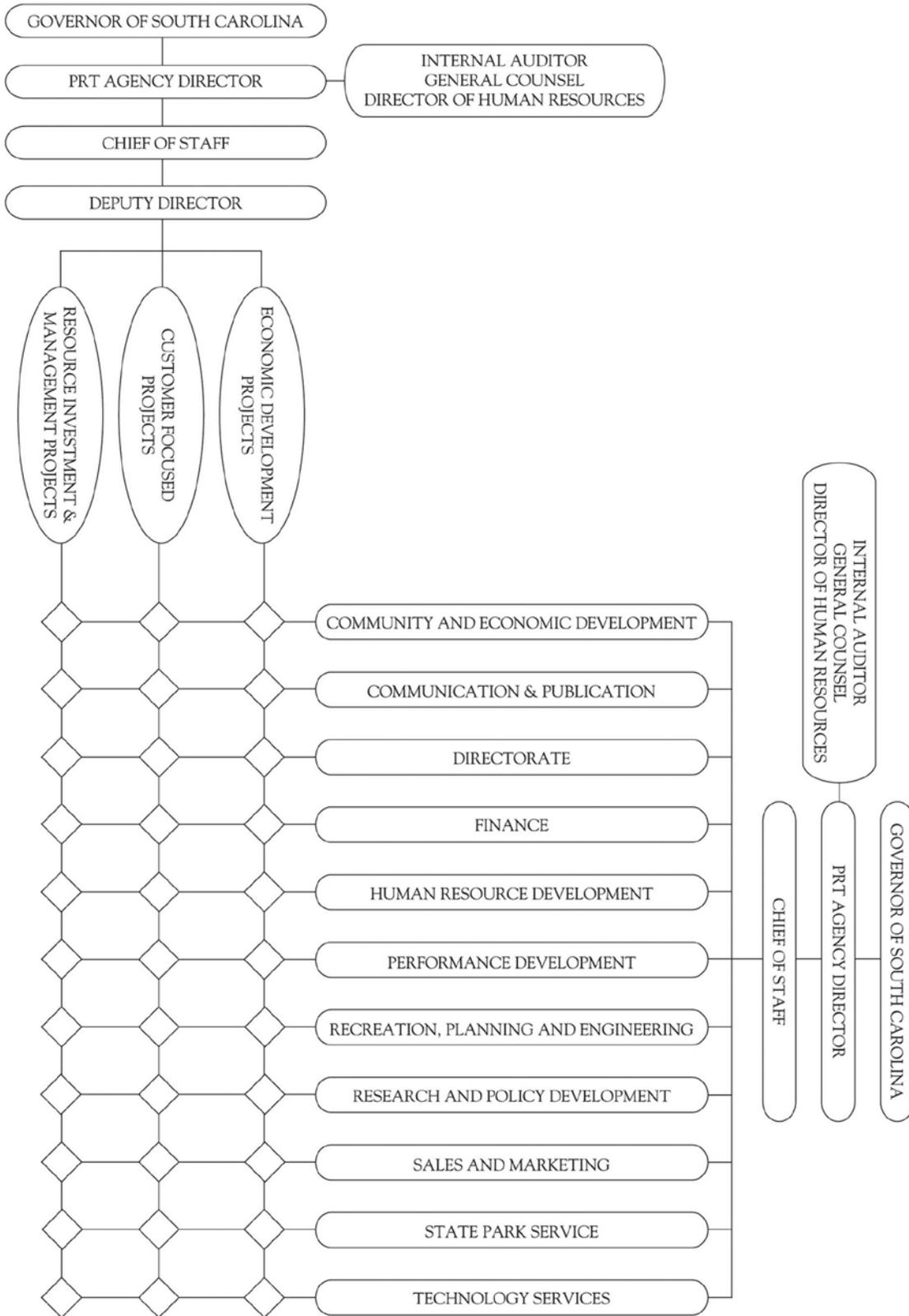
MarketSearch Corporation and M Davis and Co. provide strategic marketing recommendations and evaluation of advertising campaigns. Beginning with an advertising strategy development study in FY 03-04, they have contracted to perform studies on advertising awareness, conversion of leads, consumer media usage and satisfaction of fulfillment materials.

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

As mentioned in *Section I – Executive Summary*, PRT has taken steps to significantly flatten its management structure and realign programs and functional services across the agency in order to promote greater efficiency, effectiveness, and accountability for agency services. The Director identified the matrix structure as the one that most closely aligns staffing decisions, priorities, and resources with the mission of PRT. (See Matrix Organizational Chart.)

SOUTH CAROLINA DEPARTMENT OF PARKS, RECREATION & TOURISM
MATRIX ORGANIZATIONAL CHART



Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	02-03 Actual Expenditures		03-04 Actual Expenditures		04-05 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$18,518,505	\$14,854,751	\$16,034,853	\$11,624,230	\$15,650,560	\$11,784,868
Other Operating	\$16,740,964	\$6,265,434	\$12,605,816	\$2,296,766	\$16,628,851	\$3,775,001
Special Items	\$6,878,889	\$6,864,649	\$9,756,848	\$9,367,568	\$16,803,948	\$12,728,948
Permanent Improvements	\$6,781,479	\$101,257	\$4,537,815	\$225,000	\$0	\$0
Case Services	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$5,511,679	\$3,000,480	\$6,013,494	\$2,895,410	\$4,133,215	\$0
Fringe Benefits	\$5,438,932	\$4,772,336	\$4,860,850	\$3,863,799	\$4,348,553	\$3,368,630
Non-recurring	\$4,496,214	\$4,496,214	\$1,946,688	\$1,946,688	\$1,998,501	\$1,998,501
Total	\$64,366,662	\$40,355,121	\$55,756,364	\$32,219,461	\$59,563,628	\$33,655,948

Other Expenditures

Sources of Funds	02-03 Actual Expenditures	03-04 Actual Expenditures
Supplemental Bills	\$4,496,214	\$0
Capital Reserve Funds	\$2,435	\$0
Bonds	\$1,955,137	\$2,123,941

Interim Budget Reductions

Total 02-03 Interim Budget Reduction	Total 03-04 Interim Budget Reduction
\$2,934,793	\$285,008

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 02-03 Budget Expenditures		FY 03-04 Budget Expenditures		Key Cross References for Financial Results*
50050100 Tourism Marketing	Tourism Marketing, Tourism Sales and Tourism International programs merged during the Agency reorganization in FY 03/04. Please see program 50150000 for description.	State: 5,374,463.00 Federal: Other: 315,831.00 Total: 5,690,294.00 % of Total Budget: 11%		State: 669,021.00 Federal: Other: Total: 669,021.00 % of Total Budget: 1%		7.2.2 7.2.13 7.2.14 7.2.15 7.2.16
50050500 Regional Promotions	South Carolina Association of Tourism Regions. These are pass-through funds.	State: 1,375,000.00 Federal: Other: Total: 1,375,000.00 % of Total Budget: 3%		State: 1,375,000.00 Federal: Other: Total: 1,375,000.00 % of Total Budget: 3%		
50100000 State Park Service	Central Park Operations focus on providing standards, guidelines and assistance to field operations in the areas of budgeting, resource management, interpretation, training, strategies, and management activities.	State: 8,465,327.00 Federal: 42,852.00 Other: 13,341,692.00 Total: 21,849,871.00 % of Total Budget: 41%		State: 6,717,876.00 Federal: 45,908.00 Other: 14,063,049.00 Total: 20,826,833.00 % of Total Budget: 40%		7.3.2 7.3.3 7.3.4 7.3.5
50150000 Tourism Sales	This service area is responsible for implementing agency policy and programs related to the development of South Carolina's domestic and international tourism marketing, sales and grant programs. Group tour operators and leaders can find details about attractions, accommodations and restaurants, plus contact information for South Carolina's tourism regions.	State: 2,172,291.00 Federal: Other: 11,806.00 Total: 2,184,097.00 % of Total Budget: 4%		State: 2,359,506.00 Federal: Other: Total: 2,359,506.00 % of Total Budget: 5%		7.2.5
50200000 Tourism International	Tourism Marketing, Tourism Sales and Tourism International programs merged during the Agency reorganization in FY 03/04. Please see program 50150000 for description.	State: 891,996.00 Federal: Other: Total: 891,996.00 % of Total Budget: 2%		State: Federal: Other: 0.00 Total: 0.00 % of Total Budget: 0%		
50350000 Heritage Development - 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.	State: 585,727.00 Federal: 696,669.00 Other: 647.00 Total: 1,283,043.00 % of Total Budget: 2%		State: 175,000.00 Federal: 692,513.00 Other: Total: 867,513.00 % of Total Budget: 2%		7.2.8
50400000 Business & Sports Development	This program area's purpose is to attract and facilitate new and expanding quality destination tourism developments in the state, as well as to develop grassroots initiatives that use natural, cultural, and historic resources to provide economic development through tourism.	State: 406,919.00 Federal: Other: 14,240.00 Total: 421,159.00 % of Total Budget: 1%		State: 362,127.00 Federal: Other: 31,964.00 Total: 394,091.00 % of Total Budget: 1%		7.2.10 7.2.11 7.2.12
50600100 Recreation, Planning & Engineering	The Recreation Program assesses statewide needs, issues, and public opinion on recreational topics. The program administers four federal and state funded grant programs that assist with acquisition and development of parks and recreation facilities.	State: 961,477.00 Federal: 794,176.00 Other: 1,446,280.00 Total: 3,201,933.00 % of Total Budget: 6%		State: 637,232.00 Federal: 819,878.00 Other: 1,830,943.00 Total: 3,288,053.00 % of Total Budget: 6%		7.3
95050000 Employer Contributions	This program houses all the fringe benefits associated with all program positions. These benefits include retirement, Social Security, Medicare taxes, and health and dental insurance.	State: 4,772,336.00 Federal: 68,039.00 Other: 598,557.00 Total: 5,438,932.00 % of Total Budget: 10%		State: 3,863,798.00 Federal: 102,207.00 Other: 894,845.00 Total: 4,860,850.00 % of Total Budget: 9%		
98620000 Advertising/Re pay Loan	Refer to program 50050900	State: 4,496,214.00 Federal: Other: Total: 4,496,214.00 % of Total Budget: 8%		State: Federal: Other: 0.00 Total: 0.00 % of Total Budget: 0%		
50050900 Advertising	PRT develops and implements an annual, multi-faceted marketing plan that promotes the state's cultural, natural, and man-made tourism resources for the purpose of attracting visitors to the state. This includes the Tourism Marketing Partnership Program. The purpose of this program is creation and implementation of projects to stimulate and expand the travel and tourism industry within the state by helping local communities' to strengthen their economy through tourism partnerships.	State: Federal: Other: Total: 0.00 % of Total Budget: 0%		State: 7,088,090.00 Federal: Other: 357,315.00 Total: 7,445,405.00 % of Total Budget: 14%		7.2.2 7.2.6 7.2.7 7.3.1
598110000 Operating Expenses Non-Recurring Advertising	Refer to program 50050900	State: Federal: Other: Total: 0.00 % of Total Budget: 0%		State: 3,876,198.00 Federal: Other: Total: 3,876,198.00 % of Total Budget: 8%		

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

10100000 Executive Offices, 01050000 Administration, 50050300 Canadian Promotions, 50050700 Contributions, 50600300 PalmettoTrails, 50600200 Recreation Land Trust Fund, 9000000000 Littlefield Case
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Remainder of Expenditures:	State: 6,357,162.00 Federal: Other: 527.00 Total: 6,357,689.00 % of Total Budget: 12%	State: 5,095,609.00 Federal: Other: 385,465.00 Total: 5,481,074.00 % of Total Budget: 11%
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* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

Section III – Elements of Malcolm Baldrige Award Criteria

Category 1 – Leadership

1.1.a. How do senior leaders set, deploy and ensure two-way communication for short and long term direction?

Senior leaders communicate direction through a variety of methods, both formal and informal. Within the work of the agency, the Director and Chief of Staff identified cooperative and collaborative objectives with key managers and key stakeholders which support agency priorities. They also work together to develop individual and management team accountabilities that determine the best conditions and results for supporting changing priorities, resources and the mission. Ongoing communication outlines information that is pertinent to supporting flexibility and adaptability in achieving priorities and using resources.

1.1.b. How do senior leaders set, deploy and ensure two-way communication for performance expectations?

In addition to identifying cooperative and collaborative objectives for the agency, senior leaders use the annual 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. The Universal Review date for the Employee Performance Management System is used to align the planning cycles and performance plans for key services, functions, and projects. A mandatory objective for teamwork was developed in 2004 to measure the use of the matrix organizational structure to focus collaborative efforts on projects that cross functional areas. 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 guide measurement processes throughout the year and are reviewed in preparation of key decisions and for improvement opportunities in the accountability report process.

1.1.c. How do senior leaders set, deploy and ensure two-way communication for organizational values?

Organizational values were reviewed and updated by the Transition Team subcommittee during FY 03-04. The subcommittee studied employee appreciation, reward, and recognition within a challenging work environment. Values are deployed through agency plans, interactions between supervisors and employees, and the newly designed and implemented employee reward and recognition program *PRT Matters*. Senior leaders incorporated support for values into the development and implementation of *PRT Matters*. *PRT Matters* particularly focused on teamwork, stewardship, customer service, leadership, quality, and innovation in the past year. These values are critical to the ongoing effort to move the agency toward a more adaptable and flexible approach to collaborating across agency functions and programs.

1.1.d. How do senior leaders set, deploy and ensure two-way communication for empowerment and innovation?

The foundation for a business training program was implemented at the 2004 Park Managers Conference, the training conference focused on “The Business of Parks” and many speakers emphasized and gave details on the business practices of operating our parks more efficiently. Emphasis and training was placed on budget management and practical business applications to result in a better product, more productivity, and an efficient utilization of appropriated funds and self-generated revenue. The Director conducted a two-hour session with park managers to discuss business planning issues and solicit recommendations for operational improvements. This resulted in several hundred ideas for improvement being submitted.

During 2004, the Director and Chief of Staff met with managers to establish policies and practices that will govern organizational behavior under the matrix approach. A project team has researched and designed a project management approach that will be used in FY 04-05 by all agency-wide project teams. Also, employee-training and orientation sessions outline the new structure, priorities, resources, and accountabilities. The Director, Chief of Staff, and managers continue to explore various issues and concerns as the matrix structure matures to ensure that the implementation is consistent with agency priorities, plans and values.

The agency’s matrix approach to projects across program areas is resulting in:

- More participative management and teamwork;
- Stronger customer orientation;
- Greater coordination and implementation of performance improvement concepts;
- Decentralized teams and business units are accountable for specific projects, services, or customers;
- Internal structures that are leaner and more flexible, and
- Information and decision-making diffused throughout the organization.

Senior leaders also conduct project reviews periodically and at the end of each project cycle. Beginning in FY 04-05, projects will also be reviewed by the project management system review panel. Employees are given the opportunity to identify and diagnose strengths and improvement opportunities in critical agency processes and to submit project ideas to this review panel as well as managers. 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:

- Ad Agency Request For Proposals process;
- Cooperative advertising;
- Employee Reward & Recognition Program;
- Agency Financial System Software review; and
- Central Reservation System Request For Proposals process.

1.1.e. How do senior leaders set, deploy and ensure two-way communication for 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. Parks industry information is gathered through regional and national parks meetings 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 shares organizational and employee learning at the annual Welcome Center conference and during quarterly supervisor meetings. Key organizational learning is shared through regular agency staff meetings, IP/TV, and regular management and staff meetings within program areas.

1.1.f. How do senior leaders set, deploy and ensure two-way communication for 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. Employee theft was highlighted by the Director to all Park Managers at the annual Manager's Conference. To improve compliance, the "iron ranger" system underwent several changes: a redesign of the security of the collection box; and a redesign of the payment envelope. Additionally, internal audit operations were targeted to address specific areas of vulnerability. As a result, several theft problems were discovered, resulting in procedural changes.

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

Senior leaders proactively promote a systematic focus on customers through several strategic activities of the agency. Customer-oriented 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. How do senior leaders maintain fiscal, legal, and regulatory accountability?

Senior leaders work closely with and rely on the agency's budget director, legal counsel, and internal auditors to maintain fiscal, legal and regulatory accountability. These staff members are involved with project reviews, contract reviews, and other key processes such as applicant offers, grievances, and policy changes.

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

Key performance measures are tied to the agency's organizational objectives and critical operational plans. Last year these measures were crafted into an agency dashboard of

measures (see Category 7.2) and selected measures were reviewed by senior leaders for inclusion in the agency's accountability report. 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, inquiry conversion study data and advertising awareness in markets to evaluate its tourism marketing program.

1.5. 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 accomplishment of agency goals/objectives regularly in the course of agency planning and decision-making processes. Senior leaders make adjustments in short-term direction through the key operational plans and performance improvement initiatives of the agency. To address management feedback and employee satisfaction processes, the Director of Organization Development and Accountability coordinates an agency-wide employee satisfaction process. Analysis of the employee satisfaction data is used to design and implement performance improvement initiatives each year. (See Figure 7.4.1)

1.6. 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 programs of the agency conduct 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 a hurricane or earthquake. 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.

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

Senior leaders use the analysis and decision making process for setting agency goals and for the agency accountability report to set and communicate key organizational priorities for improvement. Ongoing state fiscal challenges led senior leaders to look for ways to make the agency more flexible and adaptive while working with shrinking resources. Senior leaders analyze and debrief improvement opportunities and targets in key business systems: park planning, operational planning, support services, and marketing planning. The senior leaders are continuing to work on moving the agency's business planning processes for every key business function toward including matrixed projects.

1.8. 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 grants programs of the agency. PRT's research reports on our website provide vital tourism-

related information to communities and organizations. (See Figure 7.1.4) Areas of emphasis arise from the agency planning process and from staff interaction at the local, county, and state level of each program area. (See Figure 7.1.4)

Category 2– Strategic Planning

2.1. What is your Strategic Planning process, including key participants and how does it account for customer needs and expectations, financial, regulatory, societal and other risks, human resource capabilities and needs, operational capabilities and needs, and supplier/contractor/partner capabilities and needs?

Based on the objectives outlined by the new administration, PRT has revised its strategic priorities to better align its resources with its core mission and to adapt to the current economic realities. Additionally, each program continues to operate from its own comprehensive annual plan which is aligned with the agency priorities and mission. These plans, which are designed to be consistent with the agency’s goals, include:

- Annual Comprehensive Marketing Plan;
- State Park Service – “The Vision for the 21st Century;”
- South Carolina Outdoor Recreation Plan (SCORP);
- Visitor Services Operational Plan; and
- South Carolina Heritage Areas Program.

Each of these documents is described further in section 2.2.

Our agency’s vision and goals are shaped around our relationships with the people we serve: our industry partners, our visitors, our employees, and the citizens of South Carolina. PRT is an agency with a statewide mandate serving the needs of diverse constituencies.

The agency’s performance accountability is designed to link agency strategies, budgeting and performance measures to clearly demonstrate accountability. PRT continues to utilize the Annual Governor’s Conference on Tourism and Travel and Tourism Partners Forum as the means of cross-communications to inform strategic objectives. Additionally, internal customer input and feedback is sought through the annual Park Managers meeting and Visitor Services conference. PRT uses primary and secondary marketing research to focus marketing efforts and to measure consumer reactions. Marketing 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.

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 provides the agency with the ability to be more proactive and responsive during times of critical need and challenge.

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. PRT now regularly utilizes the data from the TTSA to inform tourism industry strategies for South Carolina. (See Figures 7.2.13, 7.2.14, 7.2.15, and 7.2.16)

South Carolina's Strategic Plan for Economic Development

PRT is currently engaged with the Governor's Office, the Department of Commerce, and a number of private-sector advisors in developing a new strategic plan for economic development in South Carolina. This cluster development study, which includes tourism as a primary industry sector, provides a strategic road map for fully-leveraging South Carolina's key industries to grow the state's economy and increase personal income of South Carolinians. The Monitor Group, a consulting firm based at Harvard University, is assisting the state with the development of this strategic plan.

2.2. What are your key strategic objectives? (Address in Strategic Planning Chart)

The Director has identified two strategic objectives to guide the efforts of the agency's program areas and operational plans. The two objectives encompass several key initiatives and key performance measures and represent every program and service the agency provides:

- Raise South Carolina's Gross Tourism Product per visitor by 10% by 12/31/2005.
- Reinvest \$5,000,000 into state park resources by 6/30/2006 in order to improve visitor experiences.

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

Annual Comprehensive Marketing Plan – This plan, updated annually, directs the majority of the work accomplished through the Tourism Program. The integrated marketing plan is developed and implemented by staff from across the agency. It is shared with industry stakeholders during an annual Tourism Partner Forum and is published on the agency's website. The Marketing Plan directly supports the agency's legislative mandate to promote tourism.

State Park Service – "The Vision for the 21st Century" – The State Park Service has a dynamic strategic plan that is fully integrated into the day-to-day operations of the Park Service. The strategic plan sets the stage for the effective management of state parks. General Management Plans for every state park have been developed in conjunction with the objectives outlined in the strategic plan. These plans, along with Specific Management Plans and the strategic plan, guide daily operations and long-range planning efforts. An Annual Park Plan for each park is developed by Park Managers in conjunction with senior management. These plans include many components of a traditional business plan, including a detailed financial plan.

South Carolina Official Outdoor Recreation Plan (SCORP) – SCORP is South Carolina’s official comprehensive outdoor recreation plan. As such, this five-year plan serves as a guide to various federal, state and local governmental agencies and private sector organizations involved in recreation and natural resources planning and development. The purpose of the plan is to consider outdoor recreation issues relating to the citizens and visitors of South Carolina, examine the state’s recreational resources, analyze demand for recreational opportunities, develop an implementation program to address identified needs and issues, identify funding opportunities to support implementation efforts, and identify issues and trends of national importance. The plan provides a formal opportunity for agencies and organizations to communicate upcoming projects and coordinate activities.

The SCORP is used as a guide for distribution of state recreation grant funds such as the Recreation Land Trust Fund (RELT) and the Parks and Recreation Development Fund (PARF). SCORP meets the National Park Service requirements for a state plan and serves as the planning document for the disbursement of the state’s share of the federal Land and Water Conservation Fund (LWCF). It is also used as a guide for the distribution of the Recreational Trails Program Fund.

Visitor Services Operational Plan – This plan, which is updated annually, provides the operational road map for the day-to-day operation of the state’s nine Welcome Centers and one Discovery Center. The plan directly supports the agency’s legislative mandate to promote tourism. It was developed by a team from the Welcome Center and Discovery Center staffs. Copies of the plan have been shared with all staff members who are in the program. It is reviewed at the annual Visitor Services Conference. The program’s services to tourism industry partners are communicated through a program brochure and on the agency’s website.

South Carolina Heritage Areas Program – The South Carolina Heritage Areas Program was created by Executive Order of the Governor in 1994, in recognition of the value of heritage tourism to the economic revitalization of rural communities. A comprehensive strategic plan for a possible National Heritage Area was prepared by nationally recognized experts in the field of heritage tourism. The quality of their work was recognized in 1996, when the US Congress created the South Carolina National Heritage Corridor. Since that time, PRT, has worked in close cooperation with the Heritage Corridor Board, as they develop the strategies and work plans that have resulted in the Heritage Corridor’s development. The Corridor is the first product of a statewide strategy to promote heritage tourism. The Corridor will be used as a blueprint for developing other heritage areas across the state. In this way, South Carolina will achieve economic development by utilizing the natural, cultural, and historic assets it possesses to promote heritage tourism.

2.4. *What are your key action plans / initiatives? (Address in Strategic Planning Chart)*

Mission: Raise personal income of South Carolinians by creating a better environment for economic growth through delivering state government services more effectively, improving quality of life and promoting economic development through tourism.

Vision: Shaping and sharing a better South Carolina through: Stewardship, Service, Economic Development, and Marketing.

Goal 1: Raise South Carolina's Gross Tourism Product per visitor by 10% by December 31, 2005

Goal 2: Reinvest \$5,000,000 into state park resources in order to improve visitor experiences by June 30, 2006

South Carolina Parks, Recreation and Tourism

04-05 Strategic Planning Chart

Stewardship of Financial Resources		
Strategic Goal	Key Agency Strategies / Initiatives	Performance Standard / Measurement
Goal 2	Effectively operate State Parks with standard business management practices	Generate Net Operating Income of \$2,000,000
Goal 1 and 2	Implement Centralized Reservation System by January 2005	
Goal 2	Implement Point-of-Sale by June 2005	
Goal 2	Identify and support new revenue (fundraising) and partnership opportunities	Generate \$300,000 in private donations (cash and/or in-kind) to State Park Service
Goal 1	Provide technical assistance to communities and coordinate a variety of grants that are available to organizations that will expand the state's tourism and recreational products	Effectiveness of technical assistance to communities will be measured through customer satisfaction surveys. Economic impact of parks and recreation grants for 04-05 will total \$5.5 million in capital expenditures.

Stewardship of Human Resources		
Strategic Goal	Key Agency Strategies / Initiatives	Performance Standard / Measurement
Goal 2	Develop project management skills and project teams that align with the matrix organizational structure	Track number of staff trained in the project management system process
Goal 2	Use of project management system to maximize human resources	Track number of projects, number of staff involved in project and critical milestones achieved by project
Stewardship of Cultural and Natural Resources		
Strategic Goal	Key Agency Strategies / Initiatives	Performance Standard / Measurement
Goal 2	Identify, conserve and perpetuate its populations of endangered, threatened and rare species through an integrated program of public education and management actions aimed at protecting individual species and enhancing critical habitats. Implement an ongoing program to reliably inventory and monitor its populations of wildlife.	Measure the effectiveness of preservation efforts, national register-listed structures owned or leased by the state park service
Economic Development		
Strategic Goal	Key Agency Strategies / Initiatives	Performance Standard / Measurement
Goal 1	Proactively recruit tourism businesses	Increase capital investment in tourism infrastructure by 10%
Goal 1	Assist rural and under-developed communities with tourism products	Effectively utilize \$1 million in Rural Infrastructure Funds to develop rural tourism product and support the Heritage Corridor
Goal 1 and 2	Develop a reinvestment plan for the State Park Service	Track strategic investments in improving state parks and protecting additional properties of significance (and impact of those investments)

Marketing		
Strategic Goal	Key Agency Strategies / Initiatives	Performance Standard / Measurement
Goal 1	Develop a statewide coordinated methodology for effectively measuring impact of destination marketing campaigns	Use standardized research methodology statewide
Goal 1 and 2	Market State Parks to increase awareness, visitation and top line revenue. Define parks which have “potential and capacity” and market accordingly	<p>Increase occupancy rates at State Parks with potential and capacity. Cabin and Villas by 10%. Camping by 10% (per camping-nights). Increase golf rounds by 10% (per play-days)</p> <p>Track visitor awareness and visitation through TravelScope and benchmark SC state park non-resident visitors with other states</p>

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

Stakeholders and employees of PRT learn face-to-face about our programs and plans through workshops, meetings, public hearings and conferences. Every program area at PRT conducts each of the above-mentioned activities during the planning processes mentioned in 2.3, but in addition, the agency and each program within it communicates with its clients and partners through regular and special communiqués. Increasingly, the agency is utilizing the Internet and its own PRT Intranet system to quickly inform our team and partners of our plans and actions and to receive their feedback in return. 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.

2.6 The agency’s internet homepage address for the strategic plan (if available to the public).

The agency’s strategic plan is not available to the public.

Category 3 – Customer Focus

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

The agency answers this question in a variety of ways depending on the program or circumstances. The citizens of South Carolina benefit directly from the economic development activities of PRT and are served by the diverse programs that manage a large segment of the state’s natural, cultural, and historic resources.

Marketing 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.

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 profile information from site visitors, establish demographic variables, and establish requirements for acquiring and using data.

The network of nine state Welcome Centers and one Discovery Center provide free travel services, including reservation assistance, routing assistance, trip planning assistance, translation services and pro-active distribution of a broad range of South Carolina travel-related literature. (See Figures 7.2.6 and 7.2.7)

The Tourism Marketing Partnership Program provides assistance to another customer group – in-state, non-profit tourism marketing entities working to attract visitors to the state's many destinations. The TMPP staff provide one-on-one guidance to grant applicants and grant recipients to help insure the most effective use of the state's matching grant funds.

Through these direct interactions, PRT gets to know customers and their needs.

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. The Park Service provides a wide range of visitor services from more traditional activities such as camping, cabins, hiking, fishing, and recreational programs and activities to innovative educational programs like Discover Carolina. (See Figure 7.1.1) The State Park Service impacts millions of visitors each year. The implementation of a Centralized Reservation System (CRS) in FY 04-05 will provide more customer access and more data on customer needs. For local parks and recreation departments, the Recreation program of PRT provides park conceptual plans, cost estimates, and construction advice; assists in preparing grant applications; and with recreation program management. Recreation also oversees grants processes and provides technical assistance.

Within Tourism Community and Economic Development, the program staff works with developers and communities to provide background information on locations, technical assistance in the form of explaining the incentives and necessary guidance on the state policies, procedures, and laws that affect the project; and prospect assistance with site visits and making the necessary contacts and visits to move the project toward completion. In developing areas, staff offers technical assistance in the development of tourism products to include leading organizational groups in communities to inventory their tourism products and establish priorities for development; advises and guides the process of bringing the product to marketability; and connects the communities with marketing entities as well as assisting with local marketing opportunities.

3.2 How do you keep your 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 inquiry conversion and ad awareness studies to improve its media plan from year to year.

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.

The TMPP grant program annually modifies guidelines based on customer feedback. The expanded information technology capacity allows for web enhancement/upgrades and a new sports marketing category were added as a result.

The Recreation program uses surveys to keep up to date with customer requirements. Specifically, the program relies on the Recreation Participation and Preference Survey and the Omni Poll survey. The State Park Service currently does not have an automated method for taking and managing reservations within the State Parks system. During FY 04-05 the agency will implement a web based central reservation system (CRS). This system will benefit the agency through:

- Increased guest loyalty by booking reservations using the Internet and a Call Center;
- Improved management of room / campsite inventory;
- Improved management of rates and reservations;
- Improved management of arrivals and departure dates; and
- A database of valuable guest information for use in marketing.

Likewise, the agency will implement a Point of Sale (POS) system for State Parks. The benefits from the POS will include:

- Ability to identify high moving, most profitable and non-selling items;
- Inventory control;
- Ability to know what items are in stock, out of stock and on order;
- Ability to know what time of the year an item sells the best;
- Ability to capture customer data – who are the best customers; and
- Ease of use in the ability to discount or change prices.

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 an employee 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.

3.3 How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?

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 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. 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 Recreation program uses the Recreation Participation and Preference Survey and the Omni Poll survey to establish grant selection criteria for managing the grants processes. State Parks collects information through feedback email on the State Park website, capturing of data on repeat visitors, visitor satisfaction, and evaluations of current programs.

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.

3.4 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. (See Figure 7.1.2) 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. Inquiry conversion studies are done to measure the effectiveness of advertising placement and customer satisfaction with the fulfillment process. (See Figure 7.1.3) 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.

3.5 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. 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 supports the promotional efforts of important in-state sporting events such as the Family Circle Cup tennis tournament, the Heritage Golf Tournament, and the Canadian PGA Tour. 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 support 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 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). The Corridor has created strong partnerships with state agencies such as the Departments of Commerce (DOC) and Transportation (DOT). Because of the positive, "can-do" attitude of the Corridor's management and leadership team, both departments have emphasized the development of rural tourism. As a result, the Corridor has become a highlighted entity for the focusing of development and enhancement funding opportunities. In one year alone, Corridor locations have received over \$4 million in enhancement and development grants. The Corridor has continued its implementation of its discovery system or rural tourism locations and centers by the use of bond bill and other grant funds such as cultural visions grants. Funding is through the National Park Service, as well as state and local matching funds.

PRT employs a truly unique approach in the marketing industry to reach appropriate consumers. 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.

Category 4 – Information and Analysis

4.1 How do you decide which operations, processes and systems to measure for tracking financial and operational performance?

South Carolina Department of Parks, Recreation & Tourism

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Senior leaders review key goals of the many action plans of the agency to determine what measures they will monitor to determine the successful completion of the action plan goals. The agency has engaged staff and management in assessing their goals and distilling key “dashboard measures” based upon the broad goals of the agency and the objectives of each operational plan.

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. Since the TTSA data system has been made operational, it is used as the foundation for public and private sector decision-making on key tourism issues. (See Figures 7.2.13, 7.2.14, 7.2.15 and 7.2.16) 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. *What are your key measures?*

Key measures for the agency include:

USC Omnibus Survey on Park Service
Discover Carolina
Park Service lodging
Ad Awareness
Fulfillment Materials
Marketing Plan Expenditures & Paid
Space Media Placement
Tourism Spending by State
ROI on tourism media & leads
Welcome Centers -- Accommodations,
Economic Impact, Attractions
Reservations, Literature
SC National Heritage Corridor Grants
Marketing Leads Generated
Research count of users and users
satisfaction survey
Tourism Economic Development
Indicators
RPE construction
Tourism and Travel Satellite Account
State Parks -- Wildlife Management,
Management of Plant Species &
Vegetation, Historic Preservation,
Compliance Archeology
CENTS program savings
State Parks Self-Sufficiency Ranking
State Park Economic Impact
Agency Training

Workers' Comp claims filed
Safe Working hours
Employee Satisfaction

4.3. How do you ensure data quality, timeliness, accuracy, security and availability for decision making?

To ensure data quality and reliability, PRT developed and deployed an Enterprise Database. This database combined six stand-alone databases into one central database, reducing duplicate data entry, and allowing for the sharing of information across program areas. The agency fine tuned policies and procedures over the last fiscal year for the collection, input and quality control of all data contained in the Enterprise Database. Training on the use of this database is provided to agency personnel on an ongoing basis.

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. (See Figures 7.2.13, 7.2.14, 7.2.15 and 7.2.16)

4.4. 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 provides data needed for decision-making on recreation grant programs. The travel trade area monitors the generation of business leads as a measurement of the agency's ability to impact specific markets. The 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 marketing research studies to inform, direct, and improve its marketing strategies including: strategy and perception studies, media usage studies, advertising and inquiry conversion studies, and fulfillment studies. (See Figure 7.1.3) 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.

4.5. 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. 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 continues in the ongoing 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. In the area of tourism, the agency reviews its position relative to other states in our competitive segment by looking at tourism spending by each state for the current fiscal year.

4.6. How do you manage organizational knowledge to accomplish the collection and transfer and maintenance of accumulated employee knowledge, and identification and sharing of best practices?

Knowledge and best practices are shared through senior management meetings, all staff meetings, and opening key program meetings to staff from across the agency. The leader of each program and service area constantly looks for best practices to bring back to the agency and to share across the agency from function to function. In addition, knowledge sharing is a key part of the project management system that will be implemented in FY 04-05. Agency support staff also plays a key role in identifying and sharing knowledge and best practices across the agency through the role they have with technology, human resources, performance development, and finance.

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 staff meetings; program level meetings and project team 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?

Training for new employees begins with an agency overview video, which explains the organizational structure and top lines programs and operations. New and veteran employees also have the opportunity for ongoing learning about agency programs through a monthly staff meeting at which different programs are highlighted.

A training needs survey identified a broad range of needs across the agency. A training plan exists that 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 was launched agency wide during the '03 fiscal year. To help insure its successful implementation, training requirements were incorporated as an objective into employee planning stages. 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 (CPM) program; the Excel program; and the Executive Institute. 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 employee 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 allowed 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. In FY 03-04, a mandatory objective was added to all EPMS planning stages for a teamwork evaluation. This objective will align project team efforts and allow employees participating on teams to give and receive feedback on the team's performance.

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

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.

In FY 02-03, PRT developed and implemented an annual agency wide Employee Satisfaction Survey program. This survey is distributed to all full time employees and results provide feedback on agency performance and provide direction for initiatives taken to improve employee satisfaction across the agency. (See Figure 7.4.1)

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

Our agency manages programs of safety and compliance for the workplace for employees as well as for millions of 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 are 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 activities are employees involved with that make a positive contribution to the community?

The agency 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 processes that produce, create, or add value for your customers and your organization, and how do they contribute to success?

See Category 6.2 for a complete description of the integration between key design and delivery processes / services and meeting key performance requirements including use of technology, customer requirements, and mission-related requirements.

6.2. How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors into process design and delivery?

PRT has four major program areas: Tourism Marketing, Tourism-based Community & Economic Development, State Parks, and Recreation. Various operational plans are in place:

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

PRT develops and implements an annual multi-faceted marketing plan that promotes the state's cultural, natural, and man-made tourism resources for the purpose of attracting visitors to the state. The objectives of this program are achieved through integrated research, targeted marketing and sales initiatives, return on investment

paid space advertising strategies, and visitor services. Graphic design services saved the agency's operating costs by using in-house graphics expertise and technology on projects that would have otherwise been sub-contracted out. The Tourism Community and Economic Development program focuses on attracting and facilitating new and expanding quality destination tourism developments. The program also works to develop a grassroots initiative that uses natural, cultural, and historic resources to provide economic development through tourism. 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. (See Figure 7.1.4)

The South Carolina National Heritage Corridor consists of fourteen counties that will be marketed through a series of 126 interconnected locations anchored by four strategically placed Discovery Centers that will send tourists out to the various locations. This program recognizes the value of heritage tourism to the economic revitalization of rural communities. The Corridor is the first product in a statewide strategy to promote heritage tourism. The Corridor will be used as an inventorying and developing product that is ready for tourists to visit. In the fourteen county Corridor, 50/50 cash match grants are designed for locations to use funds to develop and market tourism product.

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's Enterprise Database combines 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. (See Figures 7.2.1 and 7.2.2) 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.

PRT has developed an electronic industry list serve designed around the Open Space Technology concepts. The S.C. Tourism & Travel Café is a list serve that is a moderated discussion of topics self-generated by industry participants registered with the site. As participation in the list grows, SCPRT will explore offering other communication tools to the list serve membership. The list is open to anyone in the tourism and travel industry working with South Carolina who can receive electronic mail.

PRT has implemented a Voice over IP (VoIP) telephone system in all field locations (State Parks and Welcome Centers). This system gives field locations the ability to make telephone calls to the central office or other field locations, or for the central office to make telephone calls to field office locations. All VoIP calls are made using Wide Area Network (WAN) avoiding long distance cost.

The agency Director determined to increase the level of service the agency offered its industry partners by providing timely information on happenings in travel and tourism.

The agency has begun a monthly newsletter to the industry that has grown to a subscription list of over 600 in its first three issues. This significant increase in service has been accomplished at almost no cost by the use of a purely electronic format.

The State Park Service serves a wide range of customers, including the citizens of South Carolina, by preserving and protecting the state's natural and cultural resources for this and future generations. State Parks currently does not have an automated method for taking and managing reservations within the State Parks system. During FY 04-05 a team will implement a web based central reservation system (CRS).

In addition, the State Park Service runs its thirty retail operations in the same manner it did 25 years ago. In FY 04-05, an agency team will implement a Point of Sale system to address this issue. State Parks will have the ability to capture customer data, inventory data, and identify the most profitable and non-selling items.

Archaeological resources are recognized by State Parks as a valuable asset to the people of South Carolina. As stewards of natural and cultural resources, PRT strives to insure that archaeological resources are preserved and protected, as well as interpreted. The purpose of the compliance measurement is to assess the degree to which Resource Management Archaeology is consulted on undertakings that will or may result in ground disturbance.

Elevation, topography, the presence of well drained soils and distance to water are variables that are used to estimate the probability of the presence of archaeological resources. These variables are currently being incorporated into the ArcView GIS program and will be used to help estimate resource occurrence potential, and ultimately to prioritize geographic locations in regards to archaeological compliance. The process of evaluating archaeological compliance has been useful in that it has exposed some procedural issues that should be addressed.

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 are regularly re-certified.

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

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.

PRT's marketing plan is a key blueprint from which the agency works. 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 investment.

PRT maintains a close relationship and an open exchange of information with its research vendors. The vendor that performs inquiry 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 research coordinator at PRT makes sure the vendor knows what our specific marketing objectives and goals are and 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. What are your key support processes, and how do you improve and update these processes to achieve better performance?

The PRT Portal web application 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. (See Figure 7.2.3)

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. The TMPP was reengineered during FY 02-03 to provide improved impact for grant disbursements at the local and state levels.

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 funds 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 Edisto Beach Education Center was completed in Partnership with the SC Department of Natural Resources, utilizing NOAA funds. The agency's Recreation, Planning and Engineering (RPE) group provided design, landscaping and planting for the new interpretive center, completed construction of new boardwalks for the nature trail at Edisto Beach State Park and started construction of a new campground. Additionally, RPE completed renovations to the Dillon Welcome Center, renovations for thirty cabins at Santee State Park, renovation and construction of the Region 2 Discovery Center in Edgefield, and design and construction of entrance signs to four towns along the Savannah River National Scenic Highway. The latter project was accomplished with a federal scenic highway grant, local matching funds, and design and technical support from SCPRT.

The Director of PRT is one of ten members serving on the South Carolina Coordinating Council for Economic Development and on its 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 the Enterprise Program for qualified new and expanding economic development projects in South Carolina. (See Figure 7.2.11)

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.

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

PRT partnered with SC Department of Commerce to allow them to leverage the brand equity of SC's tourism logo identity/font to enhance their marketing efforts. Style and usage guidelines were developed to ensure that expanded usage of SC's brand image does not negatively impact brand integrity. The agency also collaborated with SC Department of Commerce on joint marketing brochure for distribution in South Carolina Welcome Centers.

Staff introduced on-line image library – via external vendor – for media and travel trade partners, which will save time and money on fulfillment to media and travel trade. And, the agency is implementing an external technology-based system to update industry product data in an agency database that drives web and other marketing products/services. This system allows industry partners to update their information in

real time and substantially reduces the amount of time required by PRT personnel to update industry information.

Increased private sector sponsorship and support of the State Park Service resulted in a total of \$275,300 (cash and in-kind). New partnerships for the funding of projects like new playgrounds, Discover Carolina Education Teacher Workshops, and the new Central Reservation System are all innovative approaches that have enabled the State Park Service to improve services without requiring additional tax dollars. Park staff conducted community level State of the State Park meetings throughout the state to get local input and support of the park system.

Technology Services has provided network administration, security, maintenance and web hosting at no cost to the Administrative Law Judges. Due to reduction in force (RIF) at the Department of Commerce, Technology Services provided network administration, security and maintenance under a Memorandum of Understanding.

The Discover Carolina Teacher workshop and Clemson University have partnered to provide teachers statewide an accredited program that effectively teaches S.C. students curriculum based educational programs, while providing college level credit to the workshop participants. (See Figure 7.1.1)

PRT encouraged staff to participate, cooperate, and network with a variety of organizations, including SC Wildlife Federation (staff serving as President); SCDOT Scenic Byway Committee, Highway Enhancement Committee, and Bicycle & Pedestrian Advisory Committee; SC Chapter of the American Planning Association, SC Forestry Commission Recreation Advisory Committee; and Walterboro Great Swamp Sanctuary Commission. Efforts began to schedule a "recreation resources forum." This forum will encourage information exchange and explore coordination/cooperation opportunities among a variety of state, federal, local, and private recreation managers in South Carolina. PRT coordinated the State Trails Advisory Committee, a group representing a variety of trails-related interests.

PRT initiated the collaboration of the Arts Commission, State Museum, Humanities Council, and Archives and History to work on rural tourism projects from a team approach.

With State Parks in every region of the state, state park personnel are involved in various activities, boards and commissions that promote cooperation and support the industry. The agency formed a partnership with the South Carolina Land Surveyors Association that will result in up to \$1 million in in-kind contributions to the park service over the next five years. South Carolina surveyors will complete land surveys of parks that are needed to define and protect park boundaries. This is the largest single donation ever received by the park service.

PRT coordinated SCATR (South Carolina Association of Tourism Regions) opportunities for advertising and attendance at the NTA Spring Meeting. At the NTA Annual Meeting (Charlotte, NC), PRT coordinated hosting opening luncheon with participating SCATR partners and supplied SCATR with a SC trade show booth to enhance their statewide marketing efforts. The agency forwards leads from inquiries, travel shows, Welcome Centers and website to SCATR and other industry partners. (See Figures 7.2.1 and 7.2.2)

Category 7- Results

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

Park Service Customer Satisfaction

A statewide survey of 830 South Carolina adults conducted by the USC Institute for Public Service and Policy Research showed that 94.2% of South Carolinians who visited a state park in the past 12 months (April 2003 - April 2004) were somewhat to very satisfied with their visit. These results were similar to those from previous surveys in which this question was asked. In 2001, 95.6% were very satisfied or somewhat satisfied with their visit to a state park, while in 2002 this percentage was 94.9%.

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 and fall 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. Overall satisfaction rating by chaperones was 9.4 on a ten-point scale. None of the means for the questions was below 2.86.

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 reservation process was convenient	2.81
The park was easy to reach by phone	2.82
I received the confirmation packet in a timely fashion	3.00
The reservation system allowed for planning with park staff	2.94
The information received was complete	3.00
The pre-site activity helped meet SC State Science Standards	2.89
The on-site field trip program helped meet SC State Science Standards	2.94
The post-site activity helped to further understanding of SC State Science Standards	2.90

Figure 7.1.1

The mean score is the averages 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.

One set of questions measured demand among respondents for teacher workshops. Workshops would increase skills and provide a retention event that renews and enhances the relationship between teachers and state parks. Respondents were asked whether they would be interested in attending a workshop. Eighty percent indicated that they were interested in attending a workshop.

Park Service Lodging Customer Satisfaction

A statewide survey of 830 South Carolina adults conducted by the USC Institute for Public Service and Policy Research showed that more than one-third of the respondents (37.2%) had been to a state park in the past 12 months (April 2003 – April 2004). Of those who visited, 94.2% were somewhat to very satisfied with their visit. These results were similar to those from previous surveys in which this question was asked. In 2001, 95.6% were very satisfied or somewhat satisfied with their visit to a state park, while in 2002 this percentage was 94.9%. 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.

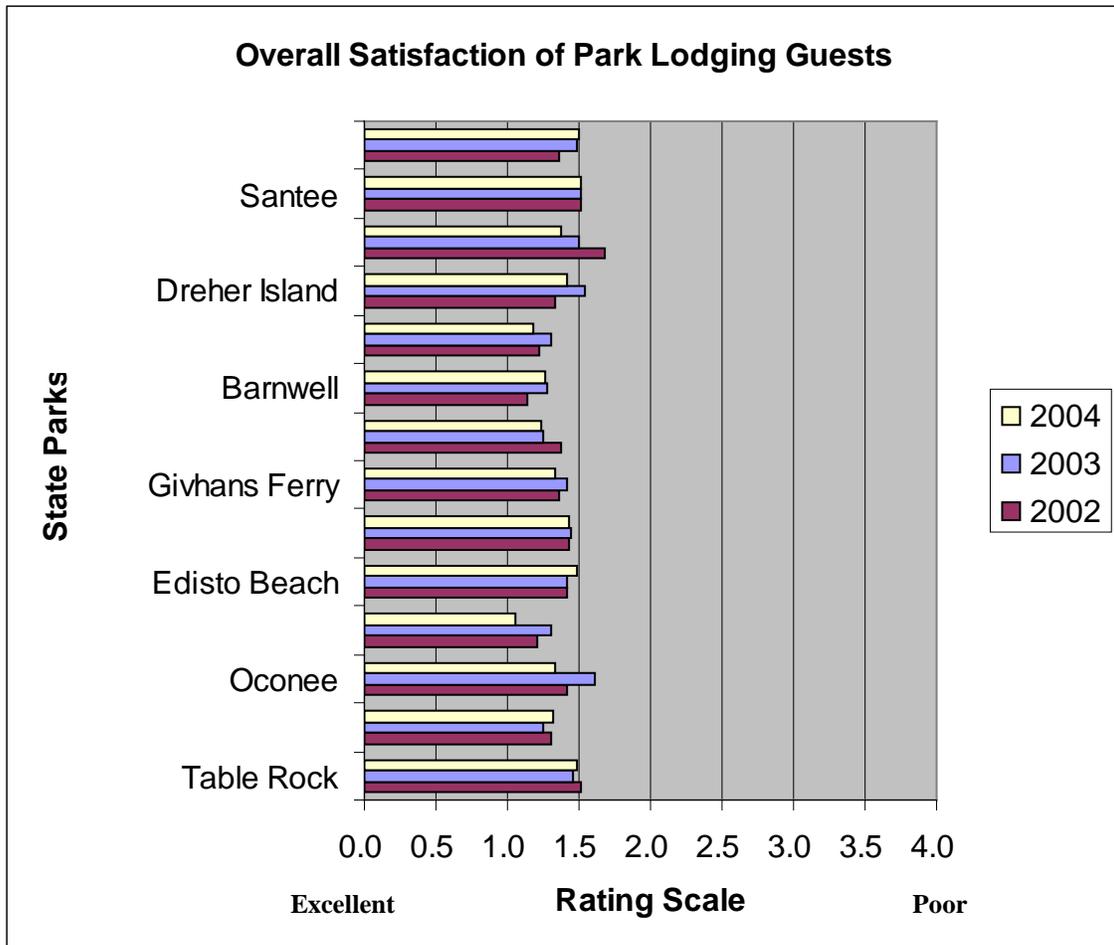


Figure 7.1.2

Marketing

Most people who ordered PRT's fulfillment materials from January through June 2003 (96%) said they received the travel guide in time to help them plan a trip, a significant improvement over the same time period in the previous year. Additionally, they rated its influence very high in helping them find specific areas and more attractions in South Carolina. They also rated the materials well for convincing them to stay longer.

Fulfillment Material Ratings from Spring Conversion Studies

Spring Campaign	Timely Delivery	Influenced Longer Stay	Influenced to visit more Attractions	Influenced to visit specific areas
1999	85%	3.3	3.9	3.9
2000	83%	3.2	3.9	3.8
2002	81%	3.1	4.0	3.7
2003	96%	3.0	4.1	3.7

(Spring 1999 Conversion Study Final Report, SMARI
Spring 2000 Conversion Study Final Report, SMARI
Spring 2002 Conversion Study Final Report, SMARI
Spring 2003 Conversion Study Final Report, SMARI)

Figure 7.1.3

Research & Policy Development

The Research and Policy Development staff maintains a comprehensive array of reports on the SCPRT website. Annual research reports in FY2003-04 include the Economic Impact of Travel and Tourism (statewide and by county), Domestic Travel in South Carolina, and the Expenditures of Annual Accommodations Tax Revenues (by local government). Quarterly business indicators, including accommodations and admissions tax collections, tourism-related gross sales receipts, hotel operational statistics, airport deplanements, and hospitality/leisure employment, are analyzed in the South Carolina Travel Barometers. Monthly statistics are posted for accommodations and admissions tax collections and hotel occupancy statistics.

On average, 8.3 unique visitors per day come to the research home page on the SCPRT website. Additionally, SCPRT's research staff responds to an average 1.3 requests per day for direct assistance, primarily from destination marketing organizations and local governments. In a survey of these customers, virtually all rated the research information and service they received as excellent (81%) or good (19%).

Average Daily Count of PRT Research Users in FY03-04

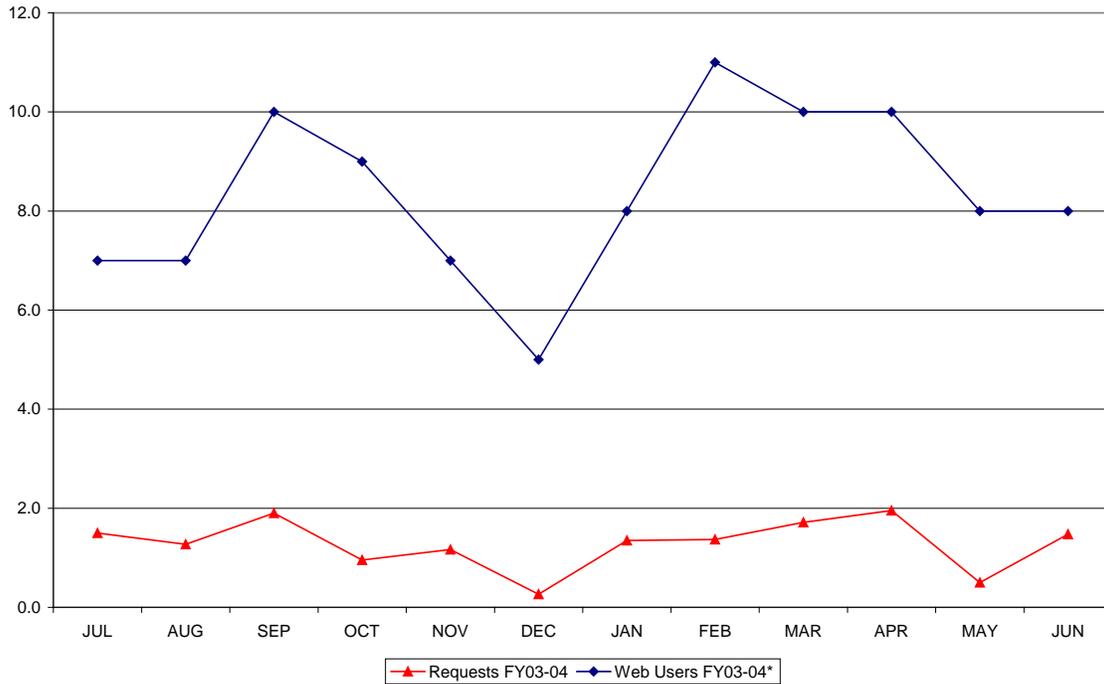
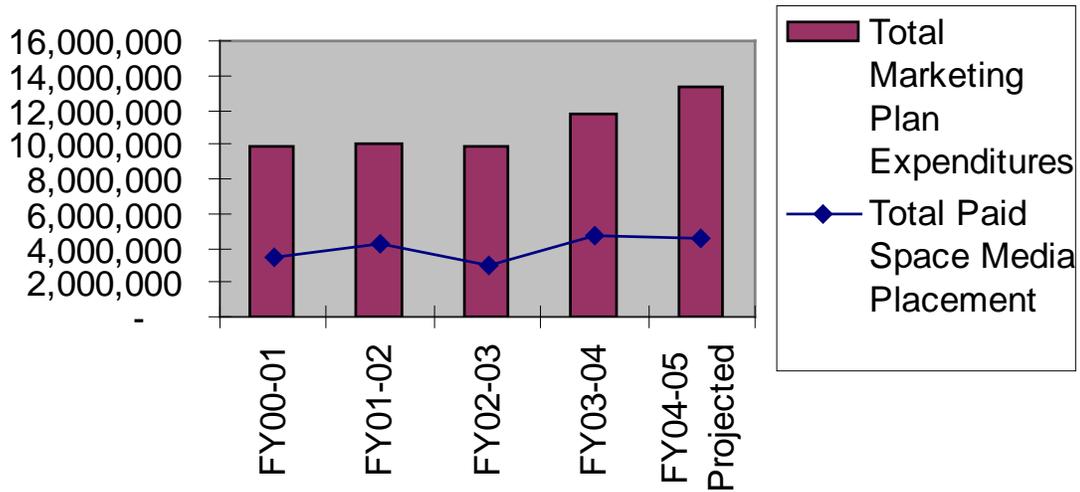


Figure 7.1.4

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



\$1.8 million in new media creative is included in the Total Marketing Plan Expenditures but not in the Paid Space Placement for FY04-05.

*Tourism Budgets in the South Atlantic Region
FY 03-04*

Florida	\$25.7m
West Virginia	\$20.8m
South Carolina	\$15.3m
Virginia	\$12.1m
Maryland	\$11.8m
North Carolina	\$11.3m
Georgia	\$ 8.5m
Delaware	no data reported

Marketing

An important measure for PRT's domestic leisure advertising program is the economic impact generated by leads that convert into visitors to South Carolina. During PRT's spring 2003 advertising campaign, 545,000 consumers ordered a PRT Travel Kit or visited the PRT website for travel planning purposes. Fifty-two percent traveled to South Carolina during the spring or summer of 2003 and spent an estimated \$387 million. One in ten of these trips (32,915) were not planned before ordering materials. Visitor expenditures on these trips totaled over \$48 million. The statistics for 2004 will not be available until July 2005.

PRT's advertising program is heavily weighted toward providing cooperative advertising opportunities for tourism marketing destinations and businesses in South Carolina. While generating some inquiries for PRT, cooperative advertising primarily generates inquiries for participating partners. Due to increasing commitment to cooperative advertising, PRT's leads (unique inquiries) have declined while the number of inquiries generated for partners has increased. The graphs below show the inquiries generated for PRT and participating advertising partners during recent fiscal years.

Number of Unique Inquiries Generated for SCPRT

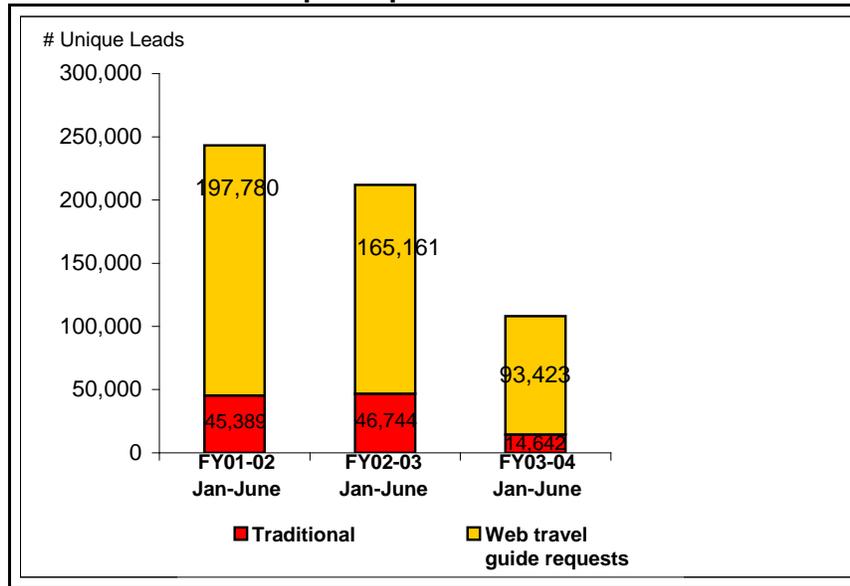
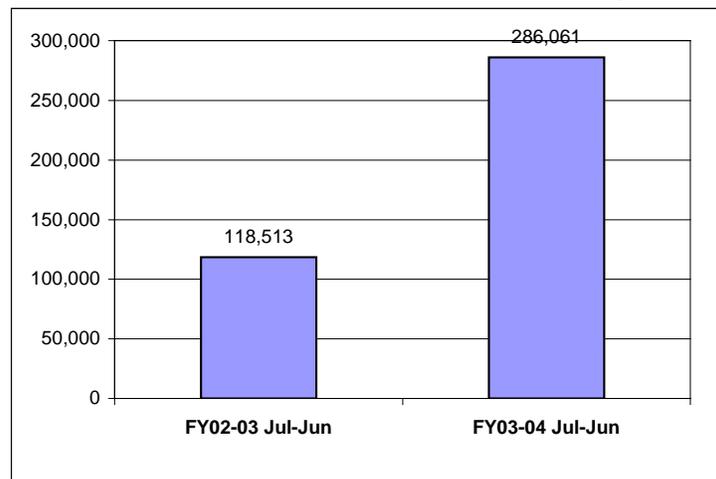


Figure 7.2.1

Number of Inquiries Generated for Advertising Partners



Note: Customers in the table above may have inquired to multiple partners and would be counted as multiple inquiries.

Figure 7.2.2

Consumers increasingly use PRT's website for travel planning rather than requesting travel guides.

Number of Visitors to DiscoverSouthCarolina.com

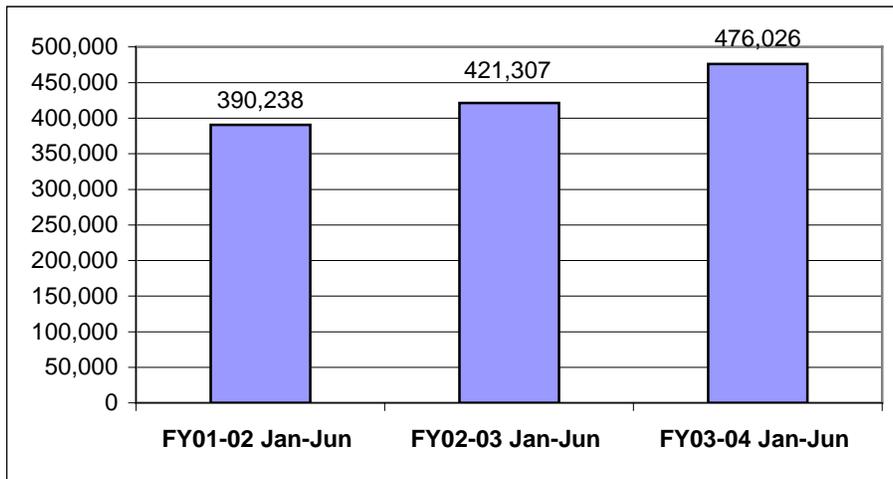


Figure 7.2.3

Consumers may also obtain PRT travel materials at South Carolina Welcome Centers. The table below shows the quantity of travel materials allocated for distribution in the Welcome Centers during the last two fiscal years. In January 2004, PRT began distributing a one piece travel guide, replacing the two piece travel guide it had used in previous years.

	FY02-03	FY03-04	
	Jul-Jun	Jul-Dec '03	Jan-Jun '04
Smiles Magazine	112,538	106,624	N/A
Places Guide	157,768	102,180	N/A
Smiles and Places (Single Piece)	N/A	N/A	141,500

Figure 7.2.4

Welcome Centers

South Carolina is one of only seven states participating in TIA's (Travel Industry Association of America) national certification program. The certification program entails three years of experience in a Welcome Center, participation in eight familiarization-training trips, and scoring 85% or better on the national certification exam. Once certified, travel counselors must continue to update their product knowledge and take the test every four to five years. All eligible travel counselors within the SC Welcome Center program are nationally certified.

The South Carolina Welcome Center program accomplishes its training program through a partnership with tourism industry businesses and organizations. The following table shows PRT's dollar investment in the product familiarization portion of its training program and the in-kind contribution provided by tourism industry partners. With partner support, the value of the training for FY 03-04 was \$21,768.82; however, PRT's actual

cost was only \$2,369.82. For every dollar PRT spent on training for this program, the industry contributed \$9 toward the training through in-kind support.

FAM Expenses 2003/2004*

Fam Name	In-Kind Contribution	PRT Paid	Total Spent
Lowcountry	\$8,770.00	\$574.75	\$9,344.75
Thoroughbred/Old 96	\$3,060.00	\$619.34	\$3,679.34
OED	\$3,961.50	\$553.21	\$4,514.71
Capital City/Columbia	\$3,607.50	\$622.52	\$4,230.02
Total	\$19,399.00	\$2,369.82	\$21,768.82

* Expenses include Mileage, Meals, and Entrance Tickets from Ethics forms

Figure 7.2.5

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 1.7 million visitors were served at a welcome center, and staff made accommodation reservations valued at \$3 million. Additionally, on a calendar-year basis, the centers distributed nearly 6.3 million brochures promoting South Carolina accommodations and attractions. (See Figures 7.2.6 and 7.2.7)

Welcome Centers conduct a comparison of year-end, program wide results on a number of key indicators: traffic count through the centers using our door counters; number of accommodation reservations made, the economic value of the reservations, the number of attraction reservations made, the total amount of literature distributed. The * on the literature indicates the distribution is for the calendar year. All other figures in the table on the next page are for the fiscal year. (See Figures 7.2.6 and 7.2.7)

July 1, 2003 – June 30, 2004					
Welcome Center	Door Count	Accommodation Room Nights	Economic Impact	Attraction Reservations	2003 Calendar Literature
Blacksburg	163,745	2,054	\$146,861.00	126	444,407
Dillon	177,964	6,113	\$437,079.50	27	948,096
Fair Play	189,486	1,026	\$73,359.00	67	537,121
Fort Mill	249,058	4,875	\$348,562.50	63	601,496
Hardeeville	221,915	15,385	\$1,100,027.50	568	1,368,819
Landrum	180,954	3,527	\$252,180.50	184	622,801
Little River	160,444	3,659	\$261,618.50	924	646,996
North Augusta	135,235	3,191	\$228,156.50	63	713,099
Santee	180,710	2,929	\$209,423.50	504	449,556
Total	1,659,511	42,759	\$3,057,268.50	2,526	6,332,391

Figure 7.2.6

**Welcome Center
Overall Program Results
FY '03-04**

	FY 01/02	FY 02-03	FY 03-04
Door Count	2,508,331	2,488,067	1,659,511
Accommodation Room Nights	59,858	50,839	42,759
Economic Impact	4,149,357	\$3,576,524	\$3,057,268.50
Attraction Reservations	2,596	2,358	2,526
Calendar Year Literature	6,794,546	6,603,964	6,332,391

Figure 7.2.7

SC National Heritage Corridor

For FY 03-04, the Heritage Corridor was in its seventh 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. Grant funds support Corridor projects and indicate product development growth within the Corridor and the opportunity to leverage local funds.

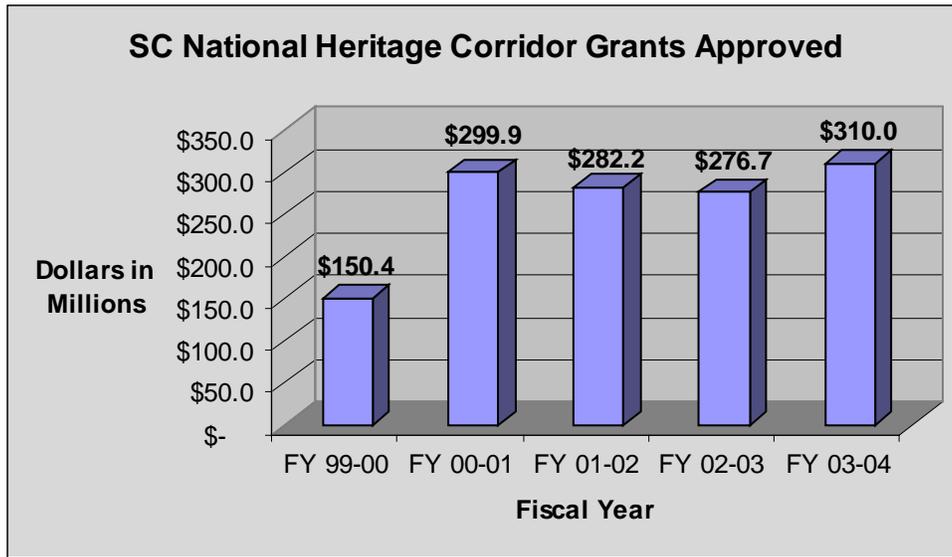


Figure 7.2.8

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. Funding available for infrastructure was flat for four years but increased by 19% from FY03 to FY04.

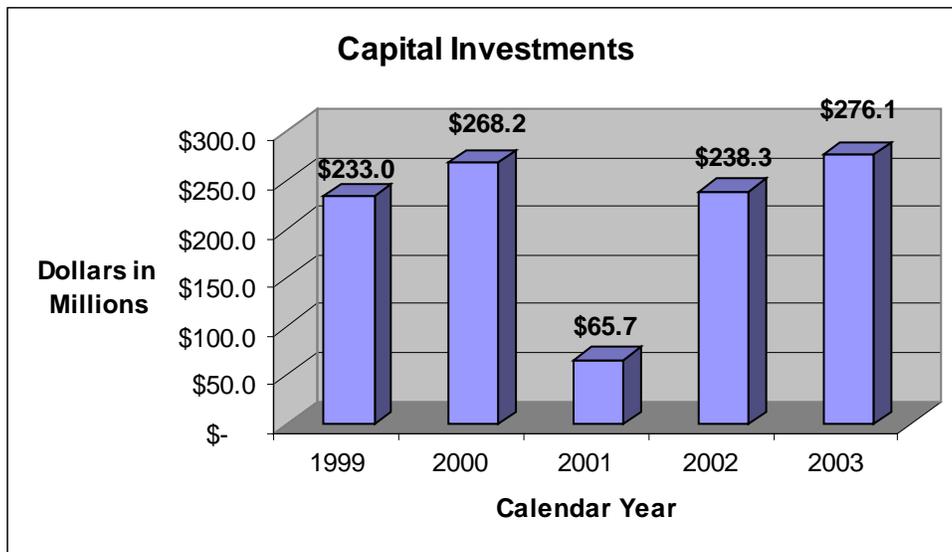


Figure 7.2.9



Figure 7.2.10

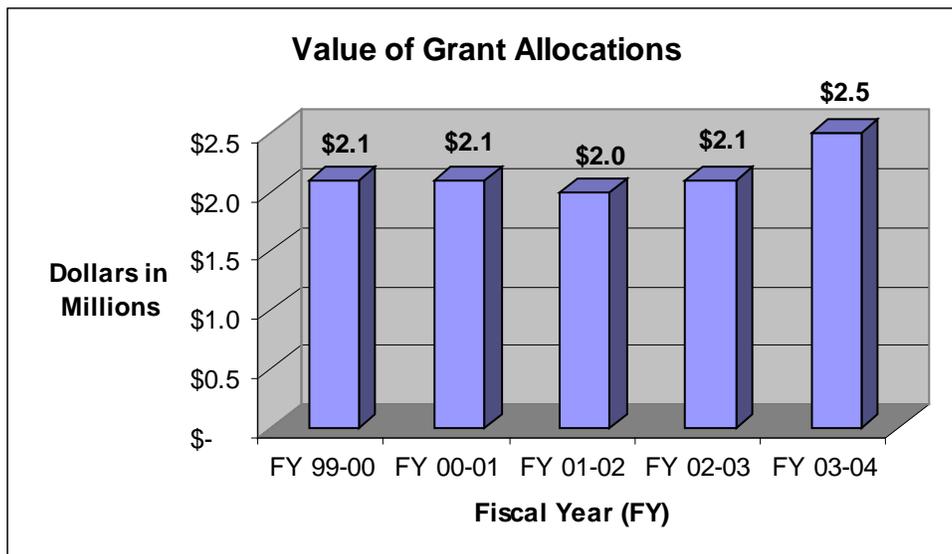


Figure 7.2.11

Recreation, Planning & Engineering

RP&E completed over \$6 million in design, permitting, bidding, and construction management for the agency's permanent improvement projects during 2003-04. These included the Edisto Beach interpretive center, Santee cabin restoration, CTL animal forest habitats, Dillon Welcome Center, boardwalks and campground improvements at Edisto, Lake Greenwood fishing pier, Santee boat ramp, Heritage Corridor Region 2 Discovery Center, and Andrew Jackson museum.

The Edisto Beach Interpretive Center construction was completed and opened to the public. 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.

Travel & Tourism Satellite Account

In calendar year 2003, Gross Tourism Product (Gross State Product from the Travel & Tourism Industry) in South Carolina was \$6.28 billion, up 3% over 2002. The direct and indirect effect was \$9.6 billion, over 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.)

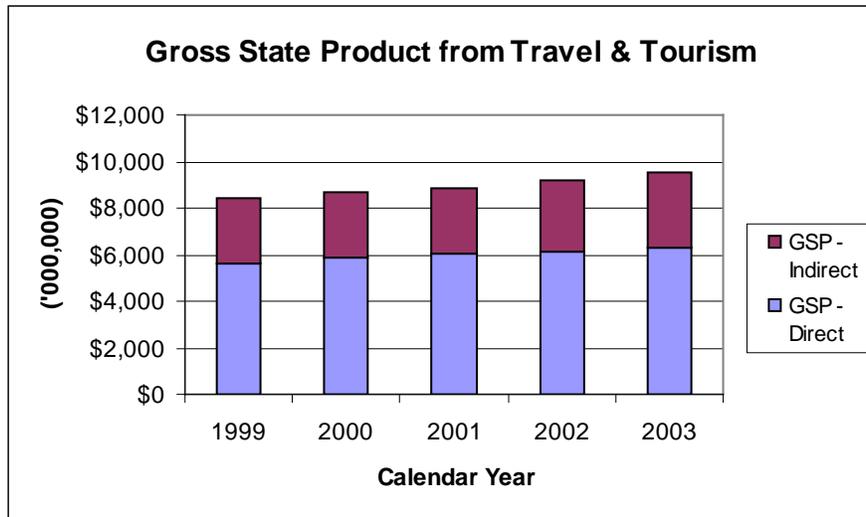


Figure 7.2.12

In 2003, 188,250 jobs were generated by Travel and Tourism across the full spectrum of the state's economy, including employment by travel agencies, as well as government agencies and suppliers serving the travel and tourism industry, which is 13% of private industry jobs in the state. Direct and indirect jobs from Travel and Tourism have declined slightly since 2000.

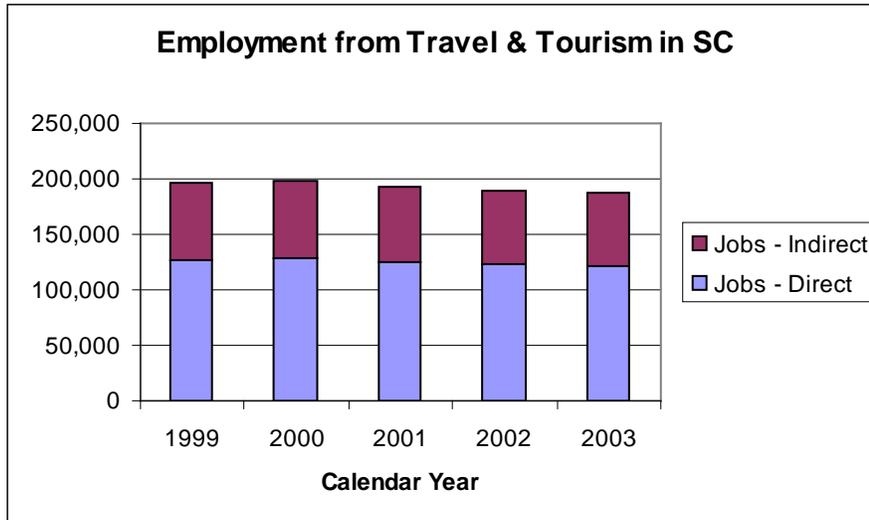


Figure 7.2.13

In 2003, Travel and Tourism capital investment in South Carolina totaled \$944 million. The private sector invested \$790 million in construction and equipment expenditures, while the public sector invested \$154 million. Both public and private investment increased in 2003, up 7% and 19% respectively.



Figure 7.2.14

In FY2002-03, over \$1 billion in state and local tax revenues were generated by Travel and Tourism, compared to \$534 million spent by state and local governments on behalf of travel and tourism.

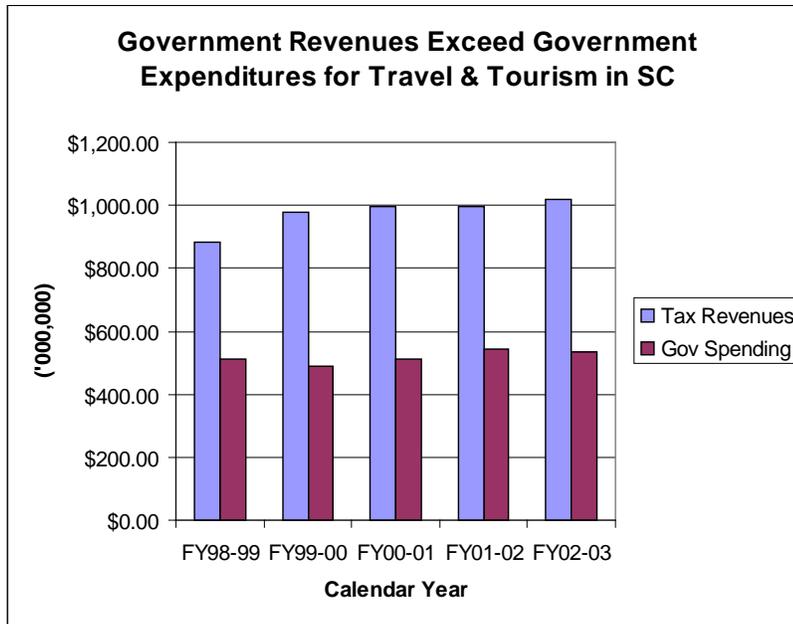


Figure 7.2.15

State Park Service

Endangered, threatened and rare species are fragile resources that require special management and protection. These species are vulnerable to extinction because of several factors including habitat fragmentation, human disturbance, pollution, and predation and in the case of plants, competition with invasive exotics as well as ecological changes such as succession. Endangered, threatened and rare species are critical components of a state park’s natural ecosystem. Federal and state laws, including most prominently the Endangered Species Act protect endangered, threatened and rare species.

The South Carolina State Park Service seeks to identify, conserve and perpetuate its populations of endangered, threatened and rare species through an integrated program of public education and management actions aimed at protecting individual species and enhancing critical habitats. All management actions will be coordinated with appropriate regulating authorities, based on sound, scientific principles as prescribed by previously developed management plans and monitored.

Marine Turtle Management Program – Loggerhead turtle nesting at Myrtle Beach State Park was up from the previous year with five loggerhead nests confirmed in 2003, one of which was re-located. Huntington Beach State Park staff also monitored a higher total of 19 confirmed nests in 2003.

Edisto Beach State Park also had a very active turtle nesting season in 2003. Three people monitored the beach seven days a week from May 1 through October 17, 2003. The 2003 nesting data includes a total of 87 confirmed loggerhead turtle nests, 62 of which were relocated to ensure increased hatching success. Total hatching success in 2003 was 82.18% which was significantly higher than the 71.75% achieved in 2002. As in recent years, beach erosion continues to present a major management concern, resulting in the necessity of having to re-locate a greater number of nests.

Due to high beach erosion, Hunting Island State Park also re-locates a large percentage of their nests to a self-releasing hatchery. In 2003, volunteers under the direction of the Park Interpreter monitored a total 67 nests in 2003. Total hatching success in 2003 was 78.45% which compares favorably to 79.52% achieved in 2002.

Red-cockaded Woodpecker Management Program -- The following management activities were carried out in 2003 to support the red-cockaded woodpecker management program at Cheraw State Park:

- the State Park participated in a joint planning meeting with other state and federal land managers to chart out recovery efforts in the “sandhills population” of the red-cockaded woodpecker;
- the State Park developed site plans for foraging and recruitment habitat needs to be managed by prescribed burning and mechanical means;
- additional areas around active clusters were managed by mechanical means;
- additional squirrel excluder devices were installed to protect active cavities;
- a peeper device was constructed to enable a more efficient and safer means of monitoring;
- 6 active clusters were monitored during course of the breeding season; and
- 5 young birds are known to have successfully fledged.

Least Tern Restoration Program – In late winter 2004, Huntington Beach State Park coordinated a volunteer effort to re-establish habitat and re-build protective fencing around the formerly used least tern nesting area in the hopes of encourage renewed nesting activity. The area was monitored regularly during the course of the nesting period.

Bald Eagle Protection Program – In 2003-2004, two active bald eagle nests were documented on state parks. Two young birds successfully fledged at Myrtle Beach State Park. Two young birds also successfully fledged at Landsford Canal State Park. The bald eagle nest at Landsford Canal State Park, which had been active for nearly eight years, fell out of the tree following fledging.

Sea Beach Amaranth Restoration Program – Huntington Beach State Park contains the southernmost population of this species on the Atlantic Seaboard and that the state park contained approximately 90% off all remaining plants in South Carolina, which in 1995 consisted of 84 plants. Myrtle Beach State Park also contained a small population of this species, which had not been documented since Hurricane Hugo in 1898.

Huntington Beach State Park staff and volunteers surveyed restoration sites in 2004, documenting 416 wild plants, a substantial increase from the 1995 numbers. Myrtle

Beach State Park documented two wild plants in 2004 near the 2002-2003 season restoration area.

An important resource management objective of the South Carolina State Park Service is to implement an ongoing program to reliably inventory and monitor its populations of wildlife. This information will enable resource managers to make better informed decisions and better understand wildlife interactions with the resource and people. This methodology was developed through cooperative efforts of Partners in Flight and Southeastern Management working groups consisting of US Forest Service and others.

Bird Population Surveys – Table Rock State Park carried out its annual winter and spring bird counts. These counts represented the 8th year of a comprehensive effort to survey the state park's avian resources. This work has documented important population changes, trends and occurrences including a first state breeding record of tree swallow in South Carolina. In spring of 2004, three observers recorded a total of 22.75 hours and documented 85 species and 791 individuals.

Caesars Head Hawk Watch – The 2003 Caesars Head Hawk Migration Count at the Mountain Bridge Wilderness Area marked the 16th year of participation with this nationwide monitoring program. Volunteer support was up from 2002 representing the second best effort on record with a total of 307.5 hours spent covering a total of 61 days from September 1 through November 30, 2003. Despite this increased effort, the season total of 4,776 raptors was significantly down from the 10,200 birds counted in 2002. Tropical weather patterns during the height of the migration period are thought to have affected these flights.

White-tailed Deer Management Program – The increasing high density of white-tailed deer on state parks causes concern with diminished herd health and impacts to the natural environment. Because of these concerns state park officials developed a management strategy to deal with this growing concern. In 2003 an integrated deer management program was implemented at Croft State Natural Area and Santee State Park.

Resource Management Measurement: Historic Preservation, FY 03-04

Historic preservation is one of the primary ways in which the State Park Service acts as a responsible steward of cultural resources. Preservation is the act or process of applying measures to sustain the existing form, integrity, and material of a historic structure, landscape, or object. Preservation places a high premium on the retention of all historic fabric through conservation, maintenance and repair. It reflects a building's continuum over time, through successive occupancies, and the respectful changes and alterations that are made. There are a variety of levels or intensities of preservation (preservation, restoration and rehabilitation) applied to state park resources. However, all of these levels share an overriding emphasis on effective maintenance.

To measure the effectiveness of preservation efforts, national register-listed structures owned or leased by the state park service were identified (see attached list of national register-listed structures). The condition of each was then evaluated. Structures with no maintenance needs beyond "preventative" or "cyclic maintenance" were classified as being in good condition. Structures with one or more "corrective maintenance" needs were classified as being in fair, poor or unstable condition.

As of fiscal year 2002-03, there were a total of 113 national register-listed structures managed by the State Park Service (note that the additional 63 structures at Oconee State Park that were added to the National Register in June 2004 have not been included in this analysis). Their conditions in 2003-04 (and 2002-03) were as follows:

Condition	FY 2002-03	FY 2003-04
Good:	44 structures 39%	45 structures 40%
Fair:	64 structures 57%	63 structures 56%
Unstable:	3 structures 3%	3 structures 3%
Unknown:	2 structures 1%	2 structures 1%

Figure 7.2.17

As a point of comparison, this is the same measurement that the National Park Service has adopted in its 2000-2005 Strategic Plan. Their aim is to have 50% of NPS historic structures in good condition by 2005.

The small increase in the number of structures in good condition does not reflect the significant amount of progress that was made over the past year. The backlog of projects means that even with the completion of numerous and complicated repairs, there is still a lot to do before certain buildings can be listed in good condition. Major historic preservation projects completed or initiated in FY 03-04 include extensive repairs to interior plaster and exterior repainting at Redcliffe Plantation, repairs to slate roof and exterior repainting at Hampton Plantation, rehabilitation of loom house and log latrine at Rose Hill Plantation, borate treatments to prevent termites at Oconee Station, wood consolidation at CCC shelters at Paris Mountain, re-roofing of bathhouse at Paris Mountain (currently underway), rehabilitation of Table Rock Lodge (ongoing), and repairs to steps at Hunting Island Lighthouse (project initiated).

7.3 What are your performance levels and trends for the key measures of financial performance?

2003-04 Cooperative Advertising Programs

The duration of the 2004 domestic consumer advertising campaign was extended to include spring, summer and fall travel seasons allowing for partnership advertising opportunities to be expanded. South Carolina tourism industry partners were offered carefully planned cost-effective initiatives across a broad range of media venues.

Spring / Summer / Fall Magazine Program

The 2004 media plan focused on women, and their dominant role in the travel planning and decision-making process. The Spring/Summer/Fall Magazine Program created a balance between traditional publications like *Southern Living*, *Family Circle* and *Ladies' Home Journal* and more modern and trend-worthy vehicles such as *Organic Style*, *Oprah* and *Real Simple* magazines. Partners received a 1/12 page display ad adjacent to the state's brand message creating a customized two page unit. Advertisers also received a free online reader service and a listing on South Carolina's "HotDeals" web page.

Partner Participation: 39 Revenue Generated: \$ 157,135.00

American Legacy Magazine Program

Covering black history with a focus on culture and society, *American Legacy* magazine celebrates African-American contributions to business, the arts, education and religion. Partner advertisers were represented in the May/June issue in an exclusive, five-page customized South Carolina advertising section consisting of editorial, advertorial, display and brochure ads. Advertisers also received a free online reader service and a listing on South Carolina's "HotDeals" web page.

Partner Participation: 8 Revenue Generated: \$ 13,182.50

Field & Stream Magazine Program

Field & Stream reaches active outdoorsmen who travel in pursuit of their passion. Advertisers were featured in two South Carolina full-page insertions in the September and October issues of the magazine as well as an online sweepstakes promotion and e-newsletter.

Partner Participation: 7 Revenue Generated: \$ 12,950.00

Newspaper Programs

USA Today - A full-page/four color advertisement was specially placed in the "Destinations & Diversions" section, targeting upscale leisure travelers in the Friday March 12 and April 16 editions.

Partner Participation: 14 Revenue Generated: \$ 25,345.48

New York Times – *Sophisticated Traveler insert* – Advertisers received a 1/12 page display ad in this special quarterly edition Sunday Magazine March 7 and September 12.

Partner Participation: 16 Revenue Generated: \$ 39,639.75

Smart Source Coupon insert – Advertisers appeared in a freestanding newspaper insert of coupons adjacent to a full page South Carolina ad creating a two-page 4-color spread February 29, April 18 and September 12.

Partner Participation: 17 Revenue Generated: \$ 65,940.07

Interactive Programs

Reaching millions of travelers, the Internet has become an indispensable tool for tourism marketers. Online programs were developed with high profile websites like Orbitz.com, America On-Line (AOL) and PGATour.com. The programs incorporated a lead generating sweepstakes as well as offer targeted banner placement based on the user's search criteria.

Partner Participation: 18 Revenue Generated: \$ 132,689.07

Official Fulfillment Package/Travel Guide

The South Carolina Smiles & Places Travel Guide was completely redesigned into one piece for 2004 as a cost saving measure. The Smiles section features four-color, lifestyle articles on the state's people, places, history and culture. The Places "green pages" include information on attractions, activities and interests, directions, festivals and seasonal events. The travel guide and the highway map make up South Carolina's official vacation kit, which is distributed in response to inquiries generated from the marketing and advertising campaigns, through the state's Welcome Centers and through general inquiry from those requesting information on the state.

Partner Participation: 85 Revenue Generated: \$503,863.40

South Carolina Highways is a four-color state highway map with a nine-panel foldout format. For 2004, PRT partnered with the SC Department of Transportation and placed the state's evacuation routes on the back side. As a result, DOT was able to use federal dollars to pay for the map print run, saving PRT \$137,000. Part of the two-piece official vacation kit, it is distributed in response to inquiries generated from the marketing and advertising campaigns and through the Welcome Centers.

Partner Participation: N/A

Total Revenue Generated:

FY 02-03 = \$936,144.30

FY 03-04 = \$950,745.27

Source of Funds History

In Fiscal Year 1998-1999, Parks, Recreation, and Tourism operated on Admissions Tax Revenue and Park Revenue for its operations. During Fiscal Years 1999 through 2003 the Agency transitioned from Admission Tax and Park Revenue to State Appropriation and Park Revenue. However, as of Fiscal Year 2003-2004 four million dollars remained as non-recurring funds. In Fiscal Year 2004-2005 the legislature annualized \$2 million however \$2 million remains as non-recurring funds. As the different types of funding were addressed over the years \$2 million was not annualized; and as a result, PRT continues to depend on non-recurring funds to cover recurring items in agency program budgets.

Parks, Recreation, and Tourism implemented a Reduction in Force, a Voluntary Incentive Plan and a reorganization of the Agency in Fiscal Year 2002-2003. As a result of the reorganization and other costs savings, the Agency increased the Advertising and Marketing Plan funds from \$9.6 million to \$11.3 million even though the Agency State Appropriated Budget decreased by 10.21% or \$3.6 million.

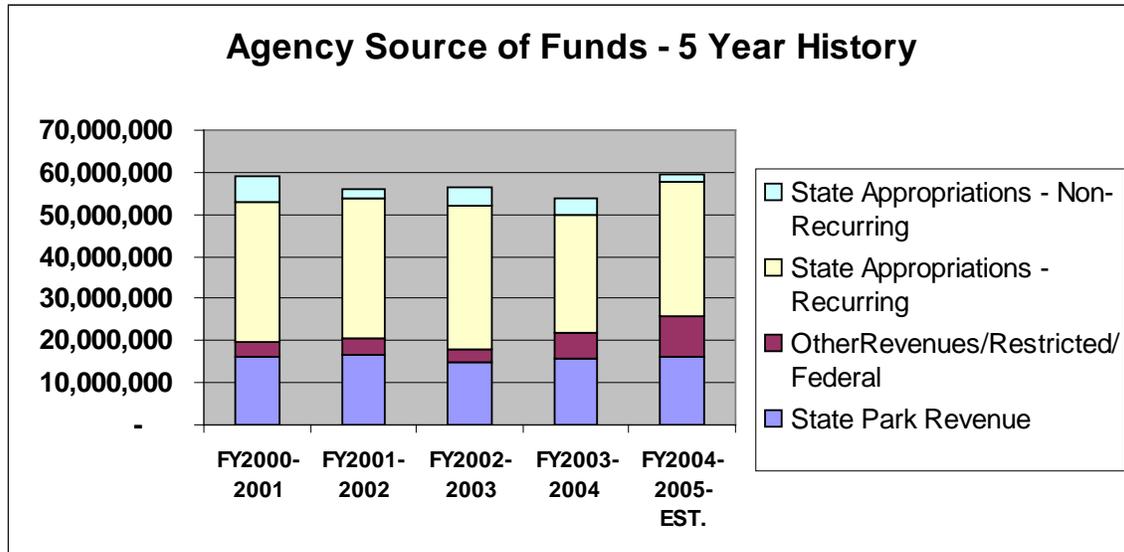


Figure 7.3.1

The National State Parks Association ranks states in terms of various performance measures. Two of the comparable sets of data are the self-sufficiency of state park systems and the revenue generation of state park systems. Self-sufficiency rankings refer to the system's reliance on state appropriated dollars. South Carolina's State Park system ranks in the upper performance range in both of these criteria.

State	FY 03-04 % Self Sufficiency	FY 02-03 % Self Sufficiency	FY 03-04 Ranking	FY 02-03 Ranking
FL	45%	45%	6	6
GA	47%	41%	8	12
MD	33%	34%	17	16
NC	11%	16%	35	31
PA	21%	15%	14	21
WV	61%	60%	12	11
VA	38%	21%	26	29
SC	65%	65%	18	13

Figure 7.3.2

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 144 new projects totaling \$1.6 million.

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 9 projects totaling \$1.5 million. 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 \$351,000.

The Recreation Trails Program (RTP) awarded 12 new projects totaling \$1.5 million in federal grant funds.

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

This table shows the expenditures for light, power, and heat for Fiscal Year 2003-2004 compared to the previous four 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 FY 02-03 to FY 03-04 by 2.65%. This occurred even though camping occupancy rates in the Park Service increased by .6% for the same period.

	Fiscal Year 1999-2000	Fiscal Year 2000-2001	Fiscal Year 2001-2002	Fiscal Year 2002-2003	Fiscal Year 2003-2004
DISTRICT I TOTAL	\$ 408,118	\$ 487,127	\$ 406,344	\$ 430,408	\$ 441,327
DISTRICT II TOTAL	\$ 300,509	\$ 350,764	\$ 292,609	\$ 322,960	\$ 313,248
DISTRICT III TOTAL	\$ 353,327	\$ 426,803	\$ 330,894	\$ 338,885	\$ 310,293
DISTRICT IV TOTAL	\$ 555,085	\$ 611,627	\$ 507,413	\$ 543,508	\$ 527,545
Totals	\$ 1,617,039	\$ 1,876,322	\$ 1,537,260	\$ 1,635,761	\$ 1,592,413

Figure 7.3.3

	Per Cent Change FY 00 to FY 04	Per Cent Change FY 01 to FY 04	Per Cent Change FY 02 to FY 04	Per Cent Change FY 03 to FY 04
DISTRICT I TOTAL	8.14%	-9.40%	8.61%	2.54%
DISTRICT II TOTAL	4.24%	-10.70%	7.05%	-3.01%
DISTRICT III TOTAL	-12.18%	-27.30%	-6.23%	-8.44%
DISTRICT IV TOTAL	-4.96%	-13.75%	3.97%	-2.94%
Totals	-1.52%	-15.13%	3.59%	-2.65%

Figure 7.3.4

State Park 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 2004

Date	Admissions Tax	Sales Tax	Accommodations	Local Option	Total
July-03	\$18,610.81	\$60,310.00	\$16,884.00	\$5,166.00	\$100,970.81
August-03	\$17,060.97	\$64,868.00	\$18,232.00	\$5,799.00	\$105,959.97
September-03	\$14,062.55	\$44,195.00	\$12,596.00	\$4,876.00	\$75,729.55
October-03	\$15,605.38	\$16,437.00	\$4,056.00	\$1,538.00	\$37,636.38
November-03	\$9,038.89	\$41,161.00	\$11,859.00	\$4,695.00	\$66,753.89
December-03	\$3,110.03	\$16,437.00	\$4,056.00	\$1,538.00	\$25,141.03
January-04	\$5,349.44	\$37,698.00	\$13,413.00	\$3,308.00	\$59,768.44
February-04	\$4,961.05	\$28,513.00	\$9,091.00	\$3,117.00	\$45,682.05
March-04	\$11,496.15	\$43,323.00	\$12,740.00	\$4,671.00	\$72,230.15
April-04	\$18,459.86	\$62,695.00	\$17,659.00	\$6,674.00	\$105,487.86
May-04	\$21,610.56	\$73,640.00	\$20,429.00	\$7,634.00	\$123,313.56
June-04	\$19,195.12	\$63,699.00	\$17,998.00	\$5,559.00	\$106,451.12
Tax Remitted to DOR	\$158,560.81	\$552,976.00	\$159,013.00	\$54,575.00	\$925,124.81

Figure 7.3.5

The average tourist that visits a SC State Park is spending over \$400 in the park and surrounding community. This results in a \$70 million economic benefit to local economies around the state and adds over \$4 million to state tax coffers.

Economic and Fiscal Impacts of Tourists Visiting SC State Parks

1	# of Tourists Visiting State/Nat'l Parks in SC*	1,500,000
2	Average # of Nights in SC	4.0
3	# of Visitor Nights in SC = Rows: 1 x 2	6,000,000
4	Avg. Spending/Party	\$404
5	Avg. Party Size	2.5
6	Avg. Spending/Person/Day = Rows: 4 / 5 / 2	\$40
	<i>Source: TIA TravelScope, 1999 & 2000 average</i>	
7	Visitor Nights in Park	1,301,634
	<i>Source: NASPD, SC State Park Service, 2000</i>	
8	Tourists Not Staying in Park**	424,992
	= Rows: (3 - 7) / 2 - 11	
9	Visitor Expenditures = Rows: (7 + 8) x 6	\$69,755,670
10	State Taxes on Visitor Expenditures (Row 9 X 6%)	\$4,185,340

*Tourist is a person traveling more than 50 miles away from home.

Figure 7.3.6

7.4 What are your performance levels and trends for the key measures of Human Resource Results?

The Human Resource Management Office has continued to offer a limited training schedule as a result of the Training Director vacancy. 478 employees were trained during FY03-04 in areas including -- Focus: Achieving Highest Priorities, Conflict Resolution and Workplace Violence, PD-EPMS, Interviewing Skills and e-Leave. Free training opportunities through the State Agency Training Consortium (SATC) are sent to all group leaders and key section managers. PRT collaborated with the SC Department of Health and Environmental Control to offer free Conflict Resolution and Workplace Violence; and training opportunities. The agency has contributed training curriculum develop and trainers for Putting Out the Fires of Stress and Cultural Diversity and Cultural Competencies training courses to SATC members.

Full-time employee (FTE) minority recruitment initiatives have also been a main focus for PRT during the past couple of years. 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. The agency received and processed 434 applications for 49 positions. We hired or promoted 27 minorities. The Agency EEO numbers for the past four years are:

1999-2000	79.8%
2000-2001	77.4%
2001-2002	78.2%
2002-2003	76.9%

During FY03-04, the HRM office rolled out an internet and e-mail based e-Leave system. This eliminated the paper process and postage costs associated with leave requests. The training manuals developed internally for this program are now being used by other state agencies who implement e-Leave. The agency received a reduced fee structure for the ability to offer the agency's training manual to other agencies.

Employee Reward & Recognition

PRT Matters, the agency's reward and recognition program was also rolled out during this fiscal year. A training program was developed internally and provided to all full time and temporary agency employees. Over 300 employees attended the *PRT Matters* training.

The team administering the *PRT Matters* program developed a brochure as a quick reference guide for the program. The program includes several components. *You Matter Notes* are quick notes of appreciation in the five agency value areas. *You Matter Notes* can be written at any time during the year. They can be redeemed for a PRT Pride Pin or logo merchandise purchased for the program.

The PRT Pride Pin recognizes employees who have given great efforts in all five agency value areas. *You Excel Certificates* started until July 1st and are awarded every quarter. These certificates recognize exceptional performance in one of the five agency value areas. *PRT Matters Day* is the new name and new format for the annual employee appreciation day. Employees are recognized for receiving PRT Pride Pins, Employees of the Year Awards, *You Excel* and Service Awards. Employees of the Year awards now go to employees in each of the five value areas. These awards may be for an individual or a team in each value category. Service Awards will now be made in five-year increments for all SCPRT employees at the *PRT Matters Day*.

2004 Employee Satisfaction Results

To identify employee satisfaction issues, PRT utilizes an agency-wide employee satisfaction survey. The approach of collecting data through an employee satisfaction survey was initially implemented in November 2002. The response rate for the survey continues to be exceptional.

2004 Response Rate = 314 full-time employees, representing a 68 percent response rate.

An analysis of agency-wide responses has indicated several overall strengths for the agency in fostering a workplace that contributes to employee satisfaction including 85 percent selected "Always" or "Usually" when answering the question, "Overall, how much do you like working at SCPRT?" A national employee satisfaction survey conducted by the Society for Human Resource Management (SHRM) stated that 80% of respondents surveyed nationally in 2004 indicated that they were usually satisfied working with their organization.

PRT wants to build the most effective organization possible. To assist every employee with the day-to-day realities of his or her job, the agency is evaluating several key satisfaction factors. These are the factors, argue Marcus Buckingham and his colleagues at the Gallup Organization, that determine whether people are engaged, not engaged, or actively disengaged at work.

The key factors reviewed to determine employee satisfaction at SCPRT demonstrated an overall satisfaction within each of the five areas. The areas were rated by employees in the following order:

1. Job Conditions
 2. Motivation
 3. Communication
 4. Reward & Recognition
 5. Training
- Job Condition and Reward and Recognition Factors remained about the same from 2003 to 2004.
 - Motivation and Communication Factors were slightly down from 2003 to 2004.
 - Training Factors were slightly better in 2004 than 2003.

SCPRT employee rankings of satisfaction in overall areas of satisfaction compare favorably with the SHRM satisfaction survey at both the national level of all industries and at the level of government sector organizations while the SCPRT areas differ from those selected nationally.

SCPRT	SHRM – All Industries	SHRM - Government
Job Conditions	Benefits	Benefits
Motivation	Compensation	Compensation / pay
Communication	Job Conditions	Job Security
Reward & Recognition	Job Security	Job Conditions
Training	Work / Life Balance	Communication

Figure 7.4.1

Technology Training

Technology Services has tracked money saved by providing technology training to PRT employees and to other state agency employees. The cost savings in each of the following charts are calculated on a training rate of \$195 a day and a classroom rental rate of \$150 a day.

Technology Education Cost Savings = \$22,335

124 Classes
 62 Full Days X \$195.00 = \$12,090
 62 Half Days X \$97.50 = \$6,045
 28 Days Classroom rental X \$150 = \$4,200
 Total = \$22,335

Number of PRT Employee Training Days = 124
 Number of outside agency training days = 28
 Total number of training days = 152

The Park Service continued to conduct on-going, job specific training during FY 03-04. However, the impact of a reduced workforce and especially the effect of a significantly reduced temporary personnel budget continue to be reflected in the respective training totals for the year.

Park Service Training Count Report

	FY 01-02	FY 02-03	FY03-04
Number of Attendees	2,099	1,650	996
Man Hours	12,825	13,346	9,881
Number of Courses	295	212	174

Figure 7.4.2

Safety

During recent years, the Park Service has placed a greater emphasis on safety and injury free days. The state safety coordinator meets regularly with Parks' District Managers and Park Managers. In order to assist these managers with tackling safety issues, the coordinator has begun helping the managers look at what impacts the agency's experience. Safety training and management focus have led to a decrease in claims filed as pictured in the chart below.

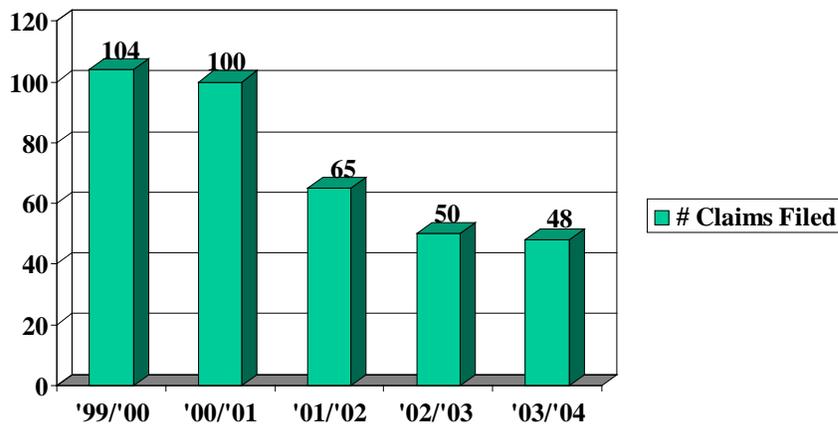


Figure 7.4.3

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

Recreation, Planning & Engineering

The Edisto Beach Interpretive Center was completed ahead of schedule and was opened to the public. 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 approval on a LWCF grant for trails at the park.

PRT partnered with the SC Department of Natural Resources to obtain a grant to design and construct an education center at Lake Keowee State Park.

To improve safety and beautification for the Savannah River Scenic Highway town entrances, the agency partnered with five small towns to obtain grants from the Federal Highway Administration. Four town entrance signs and associated beautification were completed in 03-04.

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. This partnership is an ongoing project. PRT and PCF entered into an agreement to jointly develop the state trails and greenways plan. The plan was completed in FY 03-04.

PRT is working with Leadership Greenville to develop plans and gain funding for the renovation of the Civilian Conservation Corp 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.

Implementation of the Catawba River Planning Framework, completed in 2000, has continued through a partnership between PRT, DNR, and Duke Energy. 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.

PRT is an active team participant in Duke's hydroelectric re-licensing. PRT initiated a survey of federal, state, local, and private recreation providers to determine common issues and prepare for networking opportunities.

RP&E provided design, engineering, and construction management and regulatory compliance services for the agency's permanent improvement projects including state parks, Welcome Centers, and the Heritage Corridor. In order to comply with federal and state regulations RP&E also provided expertise in statewide planning projects that included the State Trails and Greenway Plan, SCORP, State Trails Survey, FERC hydro re-licensing, DHEC environmental reviews, and other projects.

RP&E technical assistance was provided to all five of the wastewater treatment systems operated by the agency. The assistance ranged from inspections to troubleshooting problems at the plants.

An RP&E staff member served as president 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 partners with Palmetto Conservation Foundation to construct additional segments of the cross-state trail. Phase 1 of the Jocassee Gorges Passage opened, connecting Table Rock State park to Highway 178. Phase 2 is underway and will connect to Keowee-Toxaway State Natural Area. The Oconee connector, between Oconee State Park and Oconee Station State Historic Site was also completed. The SCTRAILS website also provides critical links to PCF, the Palmetto Trail, and other trails to help residents and visitors discover these resources.

SC Forestry Commission Recreation Advisory Committee - Serves 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.

RP&E participates 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. The agency is also assisting with the Walterboro "Great Swamp" project.

As a member of the SC Chapter of the American Planning Association, staff chairs 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.

RP&E partners 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 maintains and updates 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.

PRT also works with corporations, foundations and individuals to meet critical needs in the State Park system. The agency's fundraising efforts builds relations with private partners and helps improve local communities. PRT announced a potential \$1 million partnership with the Professional Land Surveyors of South Carolina this year to survey state parks, a critical need for the agency. SCPRT also received donations to help rebuild a historic bathhouse at Paris Mountain, display a permanent photographic exhibit

at Lake Greenwood to honor the Civilian Conservation Corps and train Upstate teachers in environmental education. One company donated hand tools to all 46 state parks. This year's contributors included the Daniel-Mickel Foundation, Fujifilm, Cooper Tools, Duron, Rose-Talbert, Davis & Floyd, Sears and other organizations and foundations.

For more information regarding the
SC Department of Parks, Recreation & Tourism

Please call:

803-734-1700