

South Carolina Department of Natural Resources



FY 2008-09 Annual Accountability Report

SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES

Accountability Report Transmittal Form

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SECTION I
EXECUTIVE SUMMARY
2008/2009 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES

(1) The DNR's purpose, mission, vision & values

The Department of Natural Resources' purpose is to serve as the principal advocate for and steward of South Carolina's natural resources. During FY 2008-09, the Department of Natural Resources ("the DNR", the "Agency") operated its programs based upon the DNR Board's Strategic Plan entitled *South Carolina Department of Natural Resources Vision for the Future*. The DNR accomplishes its mission based upon an agenda that encompasses these values:

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

(2) The DNR's major achievements from prior year

The DNR implemented the Strategic Plan's primary goals and strategies to accomplish significant results and major achievements over the past year. By Agency Division, major achievements during FY 2008-09 included the following:

Wildlife & Freshwater Fisheries

- Provided quality public outdoor recreation opportunities on more than 1 million acres of land in the Wildlife Management Area (WMA) program.
- Though the Draw Hunt Program, conducted more than 160 separate hunts for deer, turkey, waterfowl, and quail.
- Provided special hunting opportunities for over 1,100 youth and over 150 mobility impaired sportsman.
- Significantly improved the habitats of all wildlife species on many of the Heritage Preserves.
- Researched, monitored, and surveyed a broad range of native wildlife species, including game, nongame, and endangered vertebrates.
- Acquired additional property for habitat protection and public recreation in Newberry, Laurens, Oconee, and Lancaster Counties.
- Surveyed and inventoried approximately 160 lakes, reservoirs, rivers, and streams.
- Produced over 9.5 million fish of 12 different species for stocking in public waters.
- Afforded passage of American shad, blueback herring, and other anadromous species at the Pinopolis Dam and at the St. Stephens Fish Lift.

Marine Resources Division

- Facilitated more accurate surveys of recreational fishing catch and release efforts through the passage of the newly approved Shore Based Angler bill.
- Conducted Marine Resource-based programs for approximately 20,676 youth/students and 14,650 adults, free of charge.
- Progressed significantly in a large-scale shellfish restoration program in Charleston Harbor in cooperation with the State Ports Authority.
- Completed a report on energy consumption through the Division's Green Committee.
- Added several fuel efficient vehicles to the Division's motor vehicle fleet.
- Successfully completed renovation and conservation work on the Marshlands House.
- Initiated the rehabilitation of the main lab building with significant progress achieved.
- Experimentally stocked, through the Red Drum Research Program, 1,300 15-inch juveniles, 3,500 5-inch juveniles, 1.1 million 2-inch fingerlings, and 33 million 2-3 day old red drum larvae at multiple locations throughout SC's estuaries.
- Completed plans and contracts for the renovation and conservation work for the Quarantine Offices Quarters building.
- Partnered with private businesses in a non-regulatory program to encourage best management practices at marinas and boat yards.
- Partnered with private business and government to protect water quality by providing access to bathrooms and pump-out facilities.

Land, Water & Conservation

- Provided early detection and rapid response strategies that were used in a cooperative effort to successfully control the spread of the highly invasive Island Apple Snail in Horry County and a toxic algae problem in Aiken County.
- Secured over \$2.4 million of FEMA grant funds for the SC LiDAR Consortium (lead by the Agency) to obtain high resolution topographic data for 14 counties to improve flood map accuracy as well as other natural resource benefits.
- Benefited 42% of the state's population through the new digital flood maps which provide greater accuracy and ease of use.
- Acquired through the Heritage Trust Program, six new properties comprising 3,736 acres using a combination of state, federal, and local funds along with donations.
- Dedicated the 4,687 acre Botany Bay property near Edisto Beach as a Heritage Preserve.
- Developed regional compilations of detailed geologic maps for: (1) Jocassee Gorges-Mountain Bridge area for use at the Jocassee Gorges Education Center, (2) Aiken County for use in a county geologic atlas, and (3) Lake Marion-Lake Moultrie area for regional development purposes.
- Made available digital geologic maps and associated map products for 27% of the state; the digital products provide easier public access to and use of geologic information.
- Made significant progress toward updating the state's Water Assessment; completion is expected in early FY 2009-10.

- Convened the SC Drought Response Committee (of the State Climatology Office) 6 times to review conditions, issue declarations, and recommend mitigation actions in response to the record drought conditions in the Savannah River Basin and Upstate South Carolina. The SCO also developed an online application to monitor water conservation efforts, maintained the SC Drought Response Information Center web site and Email List Serve, responded to over 120 media inquiries about the drought and regularly issued correspondence to 630 water systems.
- Received 240 requests to join the Weather Alert email notification network. The network now provides tropical advisories and severe weather notification to 616 subscribers.
- Processed 41 Conservation District commissioner appointments and reappointments for the DNR's Board approval and held the second annual leadership training meeting for commissioners to enhance the relationship between the Agency and the Districts.

Law Enforcement Division

- Re-introduced an undercover enforcement unit that resulted in significant commercial resource cases being made. The goals of this unit are to target specific commercial and significant resource violations that cannot be enforced adequately through traditional uniformed enforcement. The unit has worked jointly with federal, state, and other law enforcement entities on multi-jurisdictional crimes.
- Continued the joint alcohol enforcement partnership with the Department of Public Safety targeting boating under the influence, and driving under the influence violations statewide.
- Progressed in the area of abandoned boats following the recent law changes which address this problem on state waters. Officers identified and documented vessels that were subject to legal action and cases have been forwarded to the investigations section for follow up enforcement.
- Expanded outreach programs as part of a continued attempt to reach young sportsmen across the state. The *Scholastic Clay Target Program* and the *Archery in the Schools* programs gained in popularity, size, and enrollment this past year as a result of joint efforts between the DNR and the public schools.
- Obtained two federal stimulus grants in order to acquire training and safety equipment, as well as search and rescue and surveillance equipment.

Outreach & Support Services

- Continued the Agency's public awareness campaign to inform the public about the services the DNR provides South Carolinians.
- Developed online database housed on the DNR's website which allows the public to view lands available in South Carolina for fishing, hunting, wildlife watching, hiking, and for other outdoor activities. (This online database can be queried by public land location, outdoor activities available, hours of operation, boat ramps availability, etc.)
- Distributed 235,645 multi-purpose mailers to customers allowing them to purchase licenses, permits, and tags through the mail or the Internet.
- Distributed 55,150 postcards to Agency customers that had purchased hunting or fishing licenses over the past two years.
- Distributed 36,954 e-mails to Agency customers that had purchased hunting or fishing licenses over the past two years.
- Required (in June of 2009) all Manual License Sales agents to convert to the Point of Sale (POS) system. The Agency currently has 517 POS License Sales agents statewide.
- Upgraded network circuits between the Columbia office and state Metronet to provide faster access and increased capacity for SCEIS and internal operations.
- Worked with administrative and accounting staff to migrate from the internal mainframe financial system to SCEIS

- Replaced end-of-life database server and network storage devices with Dell real application cluster and EMC Celerra SAN.
- Converted 23 physical servers to 3-node virtual server environment to provide load balancing to improve processing capabilities and save hardware maintenance costs.
- Answered more than 6,800 requests for help desk, web (Internet and Intranet), mainframe programming, and spatial analysis support.
- Upgraded the network antivirus protection system to insure the Agency's network data security and integrity.
- Continued the migration of the DNR's mainframe applications to a web-based Oracle solution.
- Expanded electronic document management applications to licensing, hydrology, permitting, violations, and other Agency programs.
- Provided at no cost to other state and federal agencies, local governments, and the public, non-sensitive spatial data maintained at the DNR through the SC DNR GIS Data Clearinghouse.
- Developed a managed lands web site with on-line mapping and interactive data query capabilities for the Agency.
- Completed the installation and configuration of an electronic voice recording system at the Styx Communication facility to support the Law Enforcement Division.
- Provided enhanced reporting and user query capabilities for the Law Enforcement Hunter-Boater Education system.
- Installed Universal Content Management System to better management the DNR's web site information content.
- Updated the Oracle relational database management system to version 12g to support increased database capabilities.
- Completed a 16 county LiDAR data acquisition project to develop high resolution elevation data for the state to support flood and hazard mapping, hydrologic modeling, and other applications
- Developed specifications, competitively bid, and awarded a contract for development and integration of a law enforcement records management system into the Agency's information technology infrastructure.
- Initiated an additional 5 county LiDAR data acquisition project for the Agency.
- Completed upgrades to the DNR computer room to provide conditioned UPS power, air conditioning, and environmental controls specific to computer room operations as well as 24x7 emergency power from the building generator for law enforcement and State Climate Office operations during emergencies

(3) The DNR's key strategic goals for the present and future years

The DNR's "Vision for the Future" Strategic Plan was developed in FY2005-06 and the document is in the process of being fully deployed. The implementation of specific action items - which fall under the general action plan/initiatives as shown below - will be monitored by Divisions' key performance measures that have been or are currently in the process of being reassessed and updated.

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

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

2. Improve the general operations of the DNR.

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

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

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

4. Enhance public trust and confidence in the DNR.

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

(4) The DNR's key strategic challenges

- **Continuing economic uncertainty facing South Carolina and the nation, which is impeding the Agency's success in fulfilling its mission and achieving its strategic goals.** This economic uncertainty has resulted in a budget reduction – with general fund recurring appropriations declining \$7.2 million, (a 28% reduction) from the original FY 2008-09 appropriations act to the original FY 2009-10 appropriations act - that has severely impeded the Agency's ability to meet objectives established by statute and the DNR Board.
- **Finding new and adequate funding streams to successfully protect and manage the unique natural and cultural resources of South Carolina in a climate of economic uncertainty.** Given the lesser priority status some assign to natural resource concerns, the Agency continues to be at risk for deeper cuts than other agencies. This prioritization concern was most apparent during the last economic downturn as the Agency realized a \$12.8 million (or 41%) reduction in state appropriated funds from July 2001 through June 30, 2004. And, while the DNR made progress in recent years toward regaining a portion of the funds lost during this period (though much of the recent funding received by the Agency was for critical infrastructure needs from non-recurring sources), the impact of the reductions during that era cannot be minimized.
- **Sustaining fisheries through a renewed federal commitment requires enhanced monitoring and management diligence from the Agency.** South Carolina is a member of the Atlantic States Marine Fisheries Commission, which operates under a Congressionally approved federal compact for

interstate cooperation on fisheries. The Commission develops and adopts, and the states implement, fishery management plans to ensure the long-term sustainability of marine fishery resources. These plans contain specific provisions which require monitoring and stewardship by South Carolina and other states. Failure to comply with provisions of Commission-mandated fishery management plans risk the closure of South Carolina fisheries by the US Secretary of Commerce.

- **Continuing water-related issues that dominate headlines with increasing political attention.** As the water resource planning agency for the state, the DNR is responsible for monitoring and analyzing water resource information and developing state water plans. The ability of the Agency to conduct these activities has been compromised following recent budget reductions. These reductions could not be coming at a more inappropriate time considering the ongoing issues related to water resources: (1) the lawsuit between South and North Carolina over diverting water from the Catawba River; (2) low lake levels in the Savannah River Basin that has caught the attention of both South Carolina and Georgia residents; (3) recent court decisions that make it more likely that Atlanta will be looking to the Savannah lakes as a primary source of water (4) the state of Georgia's initiation of a multi-year comprehensive state water planning process, (5) the SC General Assembly's consideration of a new Surface Water Withdrawal Permitting Program, and (6) the growing interest among the public to ask the legislature to designate more rivers as State Scenic Rivers.
- **Continuing drought conditions have affected all or part of the state for much of the past 10 years with many environmental and economic impacts such as widespread timber losses from fire and diseases, agricultural disasters, diminished groundwater supplies, and record low lake levels and streamflows.** Notwithstanding the current economic climate, the state needs to be better prepared to monitor, document, and analyze weather conditions in order to provide timely and coordinated responses to drought and other severe weather events such as hurricanes and floods, and to predict future climate change impacts to the state.
- **Increasing population expansion into rural areas that have, in many cases, contributed to a lack of understanding of the Agency's mission and objectives.** Lacking a rural background, many new residents often fail to understand the need for wildlife conservation, game management, and shooting sports. This failure to understand the Agency's mission and objectives could eventually jeopardize the state's quality of life, its economic competitiveness, and the \$30 billion and 230,000 jobs associated with its natural resources.
- **Contending with increased animal/human encounters.** Related to the above, with the increase in development and the influx of people into the state, human interactions with wildlife have risen significantly. This includes bears, alligators, raccoons, etc. With such encounters, many in the public expect the Agency to pick up every animal that invades their "space". In addition, the public expects the Agency to respond and pick up every injured/orphaned animal they find which includes birds, squirrels, bats, seagulls, etc.
- **Declining competitiveness of staff salaries in relation to other similar organizations.** Recent attempts to hire and retain staff in such areas as biology, hydrology, climatology, engineering and law enforcement have shown the agency to not be competitive in its salary offers. Such a disparity will eventually result in additional losses of existing employees when the economy improves. This problem is only compounded when the Agency attempts to increase the salaries of current staff in order to make them competitive with new hires. Recent research has shown that Agency employees are approximately \$1.1 million behind other state employees in comparable positions.
- **Losing experienced personnel through retirements.** Challenges associated with retention often have the overlapping issue of succession planning which results from the loss of experienced and key employees during a relatively short timeframe. In this case, the Agency has had an unusually high number of vacancies in its long-term staff due to the exiting of its TERI employees in recent years.

This loss of experience will only get worse as 14 TERI employees will retire in FY 2009-10. Beyond TERI issues, the Agency's loss of experience will worsen due to incentive buyouts to address budget shortfalls.

- **Living with budget reductions that have required the Agency's leadership to hold many key positions vacant for extended periods.** Without adequate funding, the Agency's workforce is beginning to dwindle (with 162 vacancies in the permanent employee workforce as of the end of FY 2008-09).
- **Continuing to address the challenges associated with minority recruitment.** Given the often limited exposure minorities have traditionally had to Agency activities, the DNR has taken steps to increase its visibility at traditional minority recruiting events and has implemented a minority intern program. The current minority intern program is available during the summer months to 8 students (though this has been reduced from 20 students last year due to budget shortfalls).

(5) **How the DNR uses the accountability report to improve organizational performance**

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

**SECTION II
ORGANIZATIONAL PROFILE
2008/2009 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES**

(1) The DNR’s main products and services and the primary methods of delivery

The main service of the DNR is the protection and propagation of an enviable quality of life for the citizens of the state, which is created by the quality and abundance of South Carolina’s natural resources. Blessed with incredible natural bounty and beauty, South Carolina's natural resources are essential for economic development and contribute nearly \$30 billion and 230,000 jobs to the state's economy, according to a recently completed (2009) study entitled "Underappreciated Assets: The Economic Impact of South Carolina's Natural Resources" by the University of South Carolina Moore School of Business.

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

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

\$30 Billion	Annual economic activity stemming from SC’s natural resources
840,956	Resident & Non-Resident licenses and permits purchased last year
678,641	Records submitted annually to county treasurers for tax purposes
352,309	Owners of actively registered watercraft
250,183	South Carolinians participating in conservation education and instructional programs
230,000	State jobs linked to SC’s natural resources (1 out of every 8 jobs in the state)
54,866	Subscribers to the <i>S.C. Wildlife</i> magazine
52,138	Individuals that participated in the Individual Antlerless Deer Tag Program
6,000	Individuals participating in Beach Sweep/River Sweep cleanup activities
4,400	Landowners that were consulted (from the Agency’s Conservation District Section)
2,152	Landowners that participated in the Antlerless Deer Quota Program
922	Requests for hydrological data and technical assistance

Chart 1

(2) The DNR’s key customers groups and their key requirements/expectations

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

The Agency’s customers include but are not limited to:

- Commercial fishermen and trappers;
- Landowners participating in Agency land and species management programs;
- Educational institutions and their students, teachers, and staffs;

- Operators of private and corporate watercraft;
- Development interests needing land and water scientific data in order to plan, locate, and build facilities and infrastructure; and,
- Public and private planning organizations needing a wide array of scientific research and monitoring data.

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

(3) The DNR’s key stakeholder groups (other than customers)

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

The DNR’s Key Stakeholders Other Than Customers (including but not limited to)		
Hunting & Fishing Organizations	Conservation & Environmental Organizations:	Other State, County and Municipal Entities:
<p><u>Hunting:</u></p> <ul style="list-style-type: none"> - S.C. Sportsman’s Coalition - Ducks Unlimited * - Wild Turkey Federation * - Quail Unlimited * - Five Rivers Coalition <p><u>Freshwater Fishing:</u></p> <ul style="list-style-type: none"> - Bass Anglers Sportsman’s Society - Trout Unlimited * - Greenville Striper Kings - Midlands Striper Club - Lake Murray Guides Association <p><u>Saltwater Fishing:</u></p> <ul style="list-style-type: none"> - Recreational Shrimper’s Association - S.C. Marina Association - S.C. Shrimper’s Association - S.C. Crabbers Association - Coastal Conservation Association * 	<ul style="list-style-type: none"> - Harry Hampton Wildlife Fund * - Wildlife Federation * - S.C. Farm Bureau * - The Nature Conservancy * - S.C. Forestry Association - Nemours Environmental Foundation * - Focus Groups - Palmetto Conservation Foundation * - The Conservation Fund * - The Land Trust Alliance * - S.C. Land Trust Network - S.C. American Fisheries Society - S.C. Fisheries Workers Association - S.C. Wildlife Society - Wildlife Action, Inc. - Sierra Club - Audubon Society - Coastal Conservation League - S.C. Forest Watch 	<ul style="list-style-type: none"> - S.C. Conservation Bank * - S.C. Emergency Preparedness Division - Local Emergency Preparedness - Offices - Various law enforcement entities - State water users (industry, agriculture, & regional, county & municipal water processors and providers) - S.C. Department of Education * - Regional Climate Centers * <p><u>Professional Associations:</u></p> <ul style="list-style-type: none"> - S.C. Wildlife Officers Association * - S.C. Association of Conservation Districts* - Soil and Water Conservation Society - Climatological Society - S.E. Assoc. of Fish & Wildlife Agencies - Assoc. of Fish & Wildlife Agencies <p><u>Corporate Partners*</u></p> <ul style="list-style-type: none"> - Duke Energy - Crescent Resources - International Paper <p>* Denotes entities that the DNR has partnered with.</p>

Chart 2

(4) The DNR’s key suppliers & partners

The Agency has a diversity of suppliers that provide input for its operations. This has evolved as the DNR has maintained a traditional focus to develop partnerships and cooperative efforts with state and federal agencies to include: S.C. Department of Health and Environmental Control; S.C. Department of Parks, Recreation and Tourism; S.C. Forestry Commission; Department of Commerce; Sea Grant Consortium; Medical University of South Carolina; Clemson University; Francis Marion University; College of Charleston; University of South Carolina; State Technical Education System; U.S. Fish and Wildlife Service; U.S. Forest Service; National Marine Fisheries Service; U.S. Coast Guard; National Oceanic and Atmospheric Administration; and the Natural Resources Conservation Service, to name a few.

Other suppliers of input to the DNR are: owners of over 2,030 acres of private land in 53 public dove fields; timber companies; U.S. Forest Service and other state and federal agencies and private individuals in the 1.1 million acre Wildlife Management Area Program; federal grant agencies that provide funding for marine resources research and monitoring projects; 1,463 environmental permit applicants related to commercial and residential development; nearly 100 requestors seeking resource planning and stewardship assistance; over 200 communities identified as flood hazard areas; city, county and regional water authorities; local river management and conservation organizations; the Agency’s Advisory Committees; Deputy Law Enforcement Officers; boating dealers; marinas; sporting goods dealers and manufacturers; vehicle dealers; ATV dealers; law enforcement suppliers; agricultural and wildlife management suppliers; pond and aquaculture owners/operators; commercial fishermen; shooting preserves owners; hunting guides and lodges; and, commercial and recreational oyster bottoms lessees.

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

(5) The DNR’s operating locations

Four Regional Hub Offices	State Fish Hatcheries
Clemson, Columbia, Charleston, Florence	Cohen Campbell (West Columbia), Mountain Rest (Walhalla)
	Heath Springs (Springs Stevens), Cheraw &
Major Operational Locations	Bonneau (Dennis Center)
Rembert Dennis Building (Columbia)	
5 Geology Road (Columbia)	Wildlife Management Area Offices
Dennis Wildlife Center (Bonneau)	Yawkey Wildlife Center, Samworth, and Santee Delta (Georgetown)
Marine Resources Center (James Island)	Santee Coastal Reserve (McClellanville)
Waddell Mariculture Center (Bluffton)	ACE Basin / Donnelley and Bear Island (Green Pond)
	Webb Wildlife Center (Garnett)
Freshwater Fisheries Work Centers	
Greenwood, Rock Hill, Barnwell, Eastover, Bennettsville	Land, Water and Conservation District Offices
	Offices located in Aiken, Anderson, Conway, Edgefield, Greenville, Lancaster, Lexington, St. Matthews

Chart 3

(6) The DNR’s employees

Department of Natural Resources Employee Count		
Permanent	706
Grant	98
Temporary	150
Contract (new)	0
Total	...	954

Chart 4

(7) The DNR’s regulatory environment

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

Resource Management	Environmental	Administrative	Other
All State and Federal Game & Fish Laws which include: S.C. Code of Laws Title 50; Federal Migratory Bird Act; Endangered Species Act Atlantic Coastal Fisheries Cooperative Management Act; Magnuson Stevens Fishery Conservation & Management Act;	DHEC Regulations, U.S. Army Corps. Of Engineers Regulations, Clean Water Act (U.S.C.) Rivers and Harbors Act (U.S.C.) SC Coastal Zone Management Act S.C. Code of Laws, Title 48 (Conservation) S.C. Code of Laws, Title 49 (Water)	Administrative Procedures Act GAAP Welfare Reform Act / Deadbeat Dad Statute FOIA Family Privacy Act Fair Labor Standards Act OSHA Americans With Disabilities Act Equal Employment Opportunity	US Coast Guard Regulations for titling of watercraft

Chart 5

(8) The DNR’s performance improvement systems

Implementation of action items is accompanied by measures. Measures provide the feedback loop needed to improve key processes. For example, the EPMS is used to document important training initiatives, such as Supervisory Practices, encouraged for all of the Agency’s supervisors. With training and development tied to all four Strategies listed in the Agency’s Strategic Plan, the EPMS ultimately becomes a feedback mechanism to enable performance improvements.

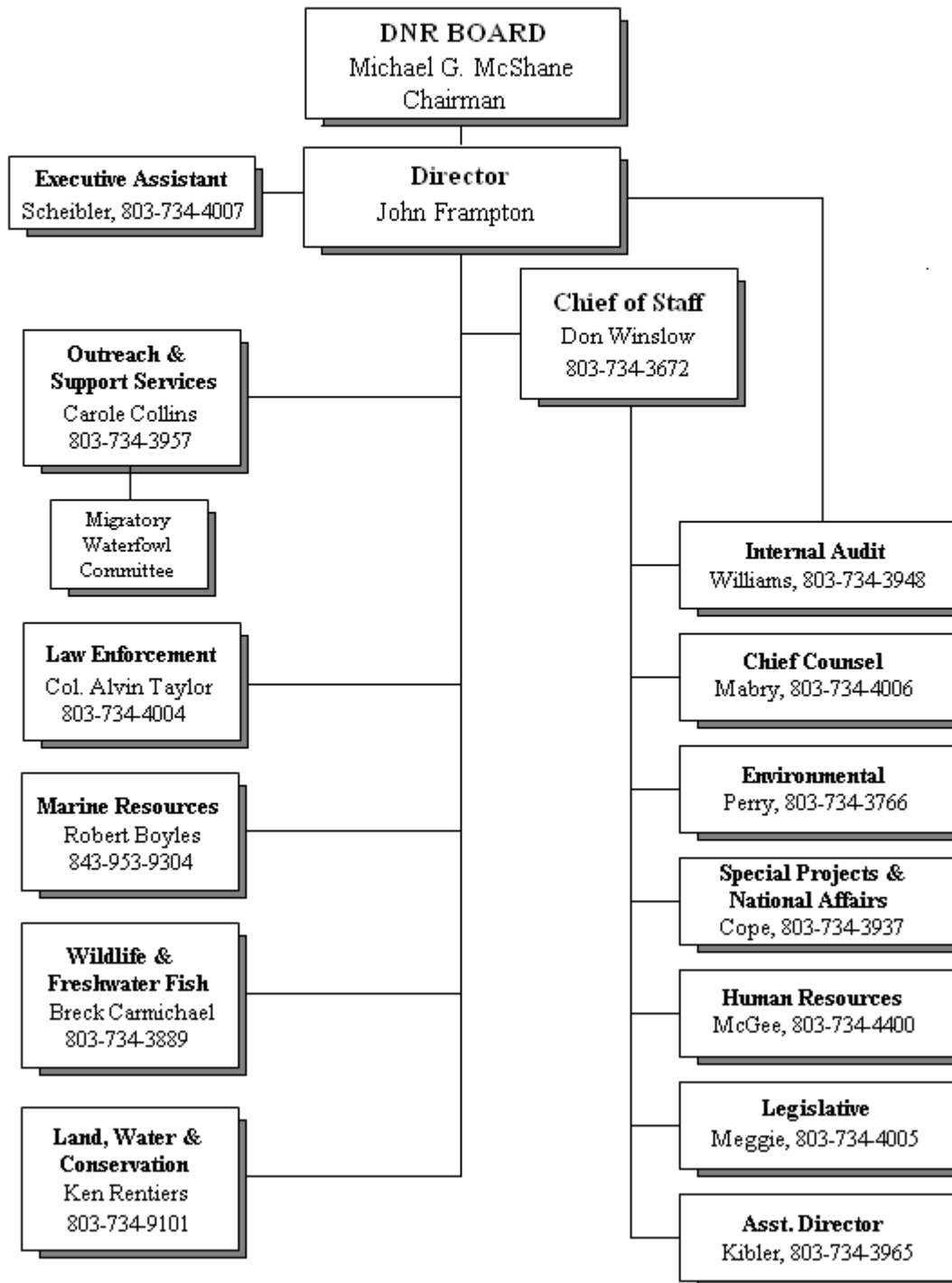
Other performance improvement systems include, but are not limited to:

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

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

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

(9) The DNR's Organizational Structure



(10) The DNR's expenditures/appropriations

Major Budget Categories	FY 2007-08 Actual Expenditures		FY 2008-09 Actual Expenditures		FY 2009-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$35,778,380	\$16,590,969	\$35,416,313	\$13,705,755	\$36,928,137	\$12,869,578
Other Operating	34,575,830	5,619,354	31,001,735	1,590,028	47,827,265	1,228,349
Special Items	442,900	400,000	2,848,501	2,809,221	23,554	0
Permanent Improvements	23,039,452	0	11,470,872	0	0	0
Case Services	0	0	0	0	0	0
Distributions to Subdivisions	959,197	690,000	1,731,499	690,000	1,400,000	690,000
Fringe Benefits	11,329,048	5,366,324	11,541,051	4,169,578	11,742,040	4,072,814
Non-recurring	1,150,902	905,129	2,863,751	2,840,242	0	0
Total	\$107,275,709	\$29,571,776	\$94,009,974	\$25,804,824	\$97,920,996	\$18,860,814

Other Expenditures

Sources of Funds	FY 2007-08 Actual Expenditures	FY 2008-09 Actual Expenditures
Supplemental Bills	\$5,160,038	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

(11) The DNR's major program areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures	Key Cross Reference for Financial Results
I. Support Services	Administrative functions provide day-to-day operation of the DNR and encompass a wide variety of activities that promote and support the implementation of all Agency functions and the overall management of the Agency.	State: \$3,538,671 Federal: 0 <u>Other:</u> 2,800,490 Total: \$6,339,164 % of Total Budget: 6.0%	State: \$1,877,682 Federal: 0 <u>Other:</u> 2,926,938 Total: \$4,804,620 % of Total Budget: 5.1%	7.21; 7.29; 7.32
II. A Outreach	Provides public information, outreach and educational services through a wide range of public and Agency programs and activities.	State: \$1,064,142 Federal: 126,966 <u>Other:</u> 1,293,085 Total: \$2,484,193 % of Total Budget: 2.3%	State: \$2,075,294 Federal: 235,908 <u>Other:</u> 2,071,499 Total: \$4,382,702 % of Total Budget: 4.7%	7.10; 7.22; 7.25
II. B Boat Titling	Provides and maintains the system for processing new titles for watercraft and outboard motors, watercraft registrations and their renewal, and transfers of watercraft and outboard motors in the state. Also, submits records to county auditors for personal property tax purposes.	State: \$ 0 Federal: 0 <u>Other:</u> 1,258,516 Total: \$1,258,516 % of Total Budget: 1.2%	State: \$ 0 Federal: 0 <u>Other:</u> 1,658,220 Total: \$1,658,220 % of Total Budget: 1.8%	7.29
II. C Game Management	Natural resource biologists and technicians research, monitor and survey a broad range of native wildlife species, including non-game, game and endangered vertebrates. These individuals plan, direct and collaborate with Wildlife Section Regional Projects in this activity. Wildlife biologists and technicians utilize current technology and science to manage and protect wildlife species and their habitats throughout the state.	State: \$ 303,939 Federal: 3,211,760 <u>Other:</u> 7,893,565 Total: \$11,409,265 % of Total Budget: 10.8%	State: \$ 248,016 Federal: 3,184,557 <u>Other:</u> 7,084,242 Total: \$10,513,815 % of Total Budget: 11.2%	7.4; 7.5; 7.6
II. D Freshwater Fisheries	The Freshwater Fisheries Section has among its objectives the protection, enhancement and conservation of South Carolina's inland aquatic resources, and to provide recreational fishing opportunities for the state's citizens. Fisheries biologists and technicians utilize current technology and science to manage and protect fisheries species throughout the state. Activities are carried out on a regional and statewide basis to protect, conserve and enhance South Carolina's freshwater fishery and other aquatic resources.	State: \$ 0 Federal: 2,382,286 <u>Other:</u> 2,529,272 Total: \$4,911,559 % of Total Budget: 4.6%	State: \$ 0 Federal: 2,676,894 <u>Other:</u> 2,732,348 Total: \$5,409,242 % of Total Budget: 5.8%	7.1; 7.2; 7.3

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures	Key Cross Reference for Financial Results
II. E Law Enforcement	The Division of Law Enforcement is responsible for enforcement of state and federal laws that govern hunting, recreational and commercial fishing, recreational boating, and other natural resources conservation concerns to insure protection of life, property, and natural resources. Also assists other state law enforcement agencies with homeland security, litter violations, executive protection and natural disasters and general law enforcement support functions for public safety matters.	State: \$9,277,665 Federal: 1,027,204 <u>Other:</u> 7,166,325 Total: \$17,471,196 % of Total Budget: 16.5%	State: \$6,963,199 Federal: 1,231,135 <u>Other:</u> 7,240,896 Total: \$15,435,230 % of Total Budget: 16.4%	7.21; 7.22; 7.23; 7.24; 7.25; 7.26; 7.27; 7.28
II. F Boating Safety	Enforces boating safety as mandated by state and federal law, promotes safe boating and investigates boating accidents. Assists with the development of boat landings with public access to state waterways.	State: \$ 0 Federal: 1,634,855 <u>Other:</u> 1,240,931 Total: \$2,875,786 % of Total Budget: 2.7%	State: \$ 0 Federal: 2,273,243 <u>Other:</u> 1,064,335 Total: \$3,337,578 % of Total Budget: 3.6%	7.26; 7.27; 7.28
II. G Marine Resources	The Division of Marine Resources is responsible for the management and conservation of the state's marine and estuarine resources. The Division conducts routine monitoring and research on the state's marine resources and makes recommendations for the management of those resources.	State: \$3,236,437 Federal: 7,223,391 <u>Other:</u> 992,762 Total: \$13,613,180 % of Total Budget: 12.8%	State: \$2,086,395 Federal: 6,536,597 <u>Other:</u> 4,591,142 Total: \$13,214,134 % of Total Budget: 14.1%	7.7; 7.8; 7.9; 7.10
II. H Land, Water & Conservation	Land, Water and Conservation develops and implements programs that manage and conserve the state's land and water resources by providing guidance in resource development and management through planning, research, technical assistance, public education and development of a comprehensive natural resources database.	State: \$4,654,544 Federal: 4,832,646 <u>Other:</u> 657,745 Total: \$10,144,935 % of Total Budget: 9.6%	State: \$2,704,177 Federal: 5,320,196 <u>Other:</u> 1,354,387 Total: \$9,378,759 % of Total Budget: 10.0%	7.11; 7.12; 7.13; 7.14; 7.15; 7.16; 7.17; 7.18; 7.19; 7.20

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures	Key Cross Reference for Financial Results
III. Employer Contributions	Employer's portion for Payroll Taxes, Worker's Compensation, Health Insurance, Dental Insurance, State Retirement and Unemployment Insurance.	State: \$5,366,324 Federal: 1,199,988 <u>Other: 4,762,734</u> Total: \$11,329,048 % of Total Budget: 10.7%	State: \$4,169,579 Federal: 2,017,977 <u>Other: 5,353,469</u> Total: \$11,541,051 % of Total Budget: 12.3%	7.32; 7.33

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

Remainder of Expenditures:	FY 07-08	FY 08-09
	State: \$ 905,129	State: \$2,840,243
	Federal: 9,893,829	Federal: 1,535,000
	<u>Other: 13,391,395</u>	<u>Other: 9,959,382</u>
	Total: \$24,190,353	Total: \$14,334,624
	% of Total Budget: 22.8%	% of Total Budget: 15.2%

SECTION III
ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA
2008/2009 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES

The DNR Accountability Report: FY 2008-09
Category 1 – Senior Leadership, Governance, and Social Responsibility

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

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

Senior leadership establishes and communicates key organizational priorities for improvement through the legislative and budgetary processes. These proposals are reviewed by the DNR Board and upon approval, are submitted to appropriate committees in the General Assembly for consideration. Both the legislative package and budgetary proposals are linked to critical natural resource issues and needs as identified through staff and public input, interest group input, and recommendations from legislators and/or key political leaders. It is through this input and these various processes that the Agency can support and strengthen the community and determine areas of emphasis. Senior leadership works to effectively implement these processes to maintain a primary focus on customers, the DNR vision, and the well-being of the state's natural resources.

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

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

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

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

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

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

The Agency addresses current and potential impacts on the public of its products, services, facilities, and operations in a variety of ways. These impacts are evaluated through legislative, regulatory, policy-making and related processes, to include extensive public involvement and meetings in order to gain a diverse cross section of input. The impact of programs and operations is noted through legislative contacts, constituent organizations, commercial and recreational interests, advisory committees, and through other private/public entities. In each case, senior leaders review information provided on impacts of programs and services to ensure the resource is properly managed and protected, as well as representing the best interest of the public. In programmatic areas where there is potential risk, such as hunting, boating and other outdoor enjoyment, the DNR actively promotes public outreach efforts to adequately inform the public of associated risks. These potential risks are further addressed through special education and training classes such as Hunter and Boater Safety. During high use times and seasons, emphasis on special law enforcement strategies and techniques are focused on enhancing safety and regulatory compliance. Finally, beyond education, training, and enforcement, the Agency seeks a preemptive legislative role by pursuing specific laws and/or regulatory controls to protect the safety of people and property *before* issues (such as boating-related fatalities) become major public policy concerns.

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

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

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

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

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

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

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

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

Employee feedback is routinely submitted to senior leaders through direct contact, regional workshops, special purpose committees, and through the chain of command within the Agency's Divisions. Employee surveys are conducted to secure feedback on particular issues or problems. Input from employees is attained through the DNR's website on matters having Agency-wide significance, such as updating the Strategic Plan. Senior leaders review this information and feedback, determine what is applicable in each Division, and implement needed changes to improve leadership effectiveness and management of the Agency. They also use inter and intra-divisional task forces to review particular issues/problems and provide feedback and performance review findings.

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

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

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

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

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

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

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

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

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

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

professional and scientific organizations where they are exposed to new innovations in their respective fields and implement them throughout the DNR when appropriate.

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

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

The DNR Accountability Report: FY 2008-09

Category 2 – Strategic Planning

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

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

In FY 2009–10, the DNR plans on full deployment of the Strategic Plan to all of its Divisions. This deployment will include: (1) the continued refinement of Divisional Action Plans; (2) the development of a new management report entitled the Quarterly Performance Report (QPR) which will update and report Divisional key measures, as shown in Section 1.5 (as well as the financial performance of the DNR’s Divisions), to senior management on a quarterly basis and which will annually be linked to the Agency’s Accountability Report; and, (3) a direct link to each employee’s EPMS planning stage. Once deployed, each Division and the Agency’s Accountability Team will routinely review specific action plan timelines and results.

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

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

The DNR’s Key Strategic goals are as follows:

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

Goal 2: Improve the general operations of the Agency.

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

Goal 4: Enhance public trust and confidence in the Agency.

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Key Agency Action Plan/Initiatives	Key Cross Reference for Performance Measures
	<p>Strategy 1: 1. Enhance the effectiveness of the Agency in addressing natural resource issues.</p>	<p>Action 1: Broaden strategies to address the impacts of population growth, habitat loss, environmental alterations, overuse and other challenges faced in protecting, enhancing and managing diverse natural resources.</p>	<p>7.7; 7.8; 7.9; 7.10; 7.11; 7.12; 7.17</p>
		<p>Action 2: More effectively develop, coordinate, and integrate resource-specific conservation and management plans, research and policies within the Agency.</p>	<p>7.1; 7.2; 7.3; 7.4; 7.5; 7.6; 7.7; 7.8; 7.9; 7.12; 7.13; 7.18</p>
		<p>Action 3: Expand sound application of science for natural resource management and decision-making.</p>	<p>7.7; 7.8; 7.9; 7.10; 7.11; 7.12; 7.13; 7.14</p>
	<p>Strategy 2: Improve the general operations of the Agency</p>	<p>Action 1: Develop and implement Agency-wide operational plans that clearly connect all Agency activities to specific goals and annual accountability reports.</p>	
		<p>Action 2: Fully develop the Agency's regional hub system.</p>	<p>7.32; 7.33</p>
		<p>Action 3: Continue to develop and maintain modern, well-integrated information systems and technology throughout the Agency.</p>	<p>7.30</p>
		<p>Action 4: Enhance and maintain effective communications throughout all levels of the Agency.</p>	<p>7.32; 7.33</p>
		<p>Action 5: Maximize efficiency of internal operations and business procedures.</p>	<p>7.11; 7.12; 7.13; 7.14; 7.21; 7.22; 7.23; 7.27; 7.29; 7.30; 7.32; 7.33</p>
		<p>Action 6: Aggressively pursue increases in existing revenue, state and federal funding, while identifying new funding sources to support the Agency's mission.</p>	<p>7.11; 7.17; 7.18</p>

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Key Agency Action Plan/Initiatives	Key Cross Reference for Performance Measures
	Strategy 3: Create an Agency environment that supports a dedicated, professional workforce.	Action 1: Implement comprehensive workforce planning that is consistent with Agency priorities.	7.32; 7.33
		Action 2: Expand consistent, Agency-wide employee training, retention, and compensation efforts.	7.32; 7.33
		Action 3: Implement initiatives that improve employee morale and teamwork, instill a sense of pride in the Agency, and emphasize the importance of the Agency's mission.	7.32; 7.33
	Strategy 4: Enhance public trust and confidence in the Agency.	Action 1: Foster more effective communications, outreach, and partnerships with the public and State Legislature.	7.10; 7.14; 7.18; 7.24; 7.28; 7.30
		Action 2: Develop strategies that address divergent public opinion and expectations concerning issues related to accessibility, use, and protection of natural resources.	7.2; 7.3; 7.29
		Action 3: Optimize the Agency's customer service through regular monitoring of constituent needs, public opinion, and Agency performance.	7.2; 7.3; 7.4; 7.5; 7.6; 7.7; 7.29
		Action 4: Enhance natural resource education in order to provide the public with the necessary knowledge to making informed natural resource decisions.	7.11; 7.12; 7.24; 7.28

The DNR Accountability Report: FY 2008-09
Category 3 – Customer Focus

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

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

3.1-3.2: Through development of performance measures for programs in the Agency, processes are identified that deliver services and provide customer satisfaction throughout the state. The DNR places a great deal of emphasis on all employees being customer focused. With a broad-based staff located throughout the state, employees are expected to respond to the needs and expectations of the Agency customers to which they are exposed. One of the Agency's primary listening and learning methods is through its Citizen Advisory Committees. With the exception of Outreach and Support Services (the previously merged Administration and Communication Divisions), each Division has at least one Citizen Advisory Committee that is either provided for in statute or created by Executive Order. The purpose of these Citizen Advisory Committees is to solicit public input and to advise the DNR Board on matters of policy and issues that affect the state's natural resources. Public meetings are usually held by each committee every two months in locations across the state to make it convenient for the public to attend and interact with the committees and their respective staffs. The DNR's website has installed a comments section that allows its customers to pose questions or lodge complaints about Agency services, products, and processes. Key individuals in each program area have been identified to receive and respond to these inputs from the Agency's customer base, and the volume of contacts and responses is tracked and analyzed. In recent years, the volume of comments, questions, and expressions of concern received in the Agency's Executive Office has increased enormously. In order to deal with this challenge, an Executive Office Ombudsman function has been created to provide a more formalized and accountable system of response and information dissemination.

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

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

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

The DNR has identified those persons, organizations, and governmental agencies that are either recipients or beneficiaries of work efforts or purchasers of products and services produced by the Agency. The DNR works to determine and fulfill internal and external customers' key requirements by asking questions, defining terms, and setting standards for continuous improvement. An example of this continuous improvement is the DNR's conversion of license sales to an on-line sales system – a conversion that streamlines the license sales process while decreasing expenditures. As of FY 2008-09, 100% of license sales agents for the Agency have been converted to on-line sales because of the benefits afforded this process. Such benefits for

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

The DNR maintains close contact with its customers and undertakes methods to listen and learn about changing customer/business needs. These methods enable the Agency to secure information needed to improve services/programs and measure customer satisfaction and dissatisfaction. Improvements based on this information can be made through a number of processes that include, but are not limited to: administrative action, the Citizen Advisory Committee process referenced in 3.1-3.2, action by the DNR's Board, and/or legislative action.

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

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

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

Through the Agency's processes, programs, and services, the DNR has built positive relationships with customers and stakeholders. As a resource management agency that operates throughout the state, Agency field staff has been an integral part of the community, which has resulted in developing credibility with the customer base. As a law enforcement agency, the DNR has been effective in enforcing laws in a manner that protects the state's natural resources for use and enjoyment by a large portion of the state's citizens. With the state's natural resource base being such an important component of its culture, the Agency's ability to preserve and protect this culture has resulted in building positive relationships. The DNR has also been effective in the community by assisting other state, local, and federal agencies during emergencies, manhunts, hurricanes, security, communications, search and rescue, and recovery activities.

The DNR Accountability Report: FY 2008-09
Category 4 – Measurement, Analysis & Knowledge Management:

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

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

Another category in which the Agency develops measures is its customer base. With a finite level of natural resources and an expanding population in the state, the level of customer participation in outdoor activities and the trends in this participation has a key link to the vision and mission of the DNR. In addition, measures of requests for data/information, technical assistance, maps, educational products/services, conflicts between resource users, and changing constituent groups are all critical to the Agency’s performance.

The Agency also gauges its performance in the financial arena since it requires a sustainable financial base from year to year in order to meet its vision and mission. The level of state funding is an integral part of this category as the DNR currently secures 19.3% – down from 26.8% last year - of its budget from state funds. The Agency also collects revenue from a variety of sources that provide key support to law enforcement and wildlife/fishery programs. The levels of hunting and fishing license sales, boat titling and registration fees, marine resources licenses and permits, magazine subscriptions, and related revenue sources are key performance measures to track as they affect programs, operations, and ultimately, the mission of the Agency. Grants also serve as an important funding source for the Agency and the level of extramural grants funded has a critical impact on key programs and projects.

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

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

The Agency's key measures include the following:

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

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

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

The DNR uses comparative data and information in a continuous manner to provide effective support for decision-making. In the scientific arena, the analysis of data to include trends, regression, correlation analysis, etc., is an integral component of the scientific process. These types of analyses and others are used to draw conclusions on biological issues related to the Agency's mission to protect and conserve the resource. In the law enforcement arena, the DNR maintains a comprehensive intelligence system used to develop intelligence and comparisons on natural resource violations in order to support effective decision-making for staffing, patrol patterns, duration of patrols, and the time of day/night or season. Data collection and analysis relating to hunting and boating accidents/fatalities is important in investigating such occurrences to determine

if criminal charges may exist and to provide feedback. This feedback provides trends and comparisons that support decision-making on methods to ensure the safety of human life and property. Changing demographics and land-use trends in the state provide valuable information to support planning and management decisions in the Agency. Human dimensions data and changing landscape information are constantly developed by the DNR to support decisions relating to future direction of programs and the allocation of resources to meet the vision and mission of the Agency. Whenever possible and when compatible, the DNR will use comparative data and information from other agencies and/or states to support decisions. With the dynamic nature of natural resources management from state to state, it is often difficult to identify compatible data for comparative purposes. Given this complexity, the Agency will, at times, use its own database to make comparisons from one time frame to another for use in the decision-making process.

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

In the aforementioned categories, effective use of performance measures to make decisions is based upon data quality, integrity, timeliness, accuracy, reliability, quality, security, and availability. The Agency ensures these factors occur through a variety of methods. Through the use of scientific research, the Agency collects data pursuant to a protocol based upon standards for data quality and reliability. For deciding seasons, bag limits, hunting and fishing methods, etc., the data is collected based upon the time and availability needed to make such decisions and is complete before it is used in this process. Many of the DNR's data collections are done through grants and contracts that require a final report for submission to the appropriate agency. In order to maintain credibility for utilizing such grants and to secure reimbursement for funds expended on a grant, the grantor will review the final report to ensure data quality, reliability, and completeness. In the financial category, there are established standards that must be followed to maintain data quality and reliability. The DNR routinely has internal and external financial audits to see that the standards are met. By maintaining a well-managed financial system with a diversity of checks and balances, the Agency ensures such financial data is complete and available for use at the appropriate times for decision-makers. As a public agency serving a very broad customer base, the DNR must maintain a quality database to make decisions regarding these customers. Through the use of current information technologies and a highly skilled workforce, the Agency provides reliable and timely data for its customers and for use in the decision-making process. There are also peer reviews of the Agency's data collection and use to further ensure its quality and reliability.

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

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

meetings, through informal communication, and through website responses. Customer and key stakeholder feedback is analyzed and acted upon, when appropriate. All such feedback is prioritized based on the directives of the Agency's Strategic Plan.

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

With the loss of personnel as a result of budget reductions and the anticipation of further losses of a significant portion of the Agency's leadership as a result of the TERI program, the Agency has become more acutely aware of the ongoing and accelerating loss of institutional knowledge. When identified, potential future leaders are encouraged to receive appropriate training in leadership skills and to serve on special committees that address high level management issues and provide exposure to Agency programs and management staff.

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

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

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

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

The DNR Accountability Report: FY 2008-09
Category 5 – Workforce Focus

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

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

The Director holds regional staff meetings annually during each fiscal year to personally recognize and update employees on the Agency’s initiatives, budget status, and priorities. During these meetings, the Director solicits feedback and encourages that any questions be asked. During the previous year, many questions involved the economic condition of the State and the impact on the Agency. As a result, staff continued to perform at maximum capacity and continued to take on additional workloads.

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

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

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

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

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

During FY 2008-09, the Agency teamed with a Doctoral student who conducted research on the relationship between employee recognition programs (which include compensation), employee engagement, job satisfaction, and the employees' intent to leave the DNR. The findings indicate that there is a positive relationship between recognition, monetary gift, nonmonetary rewards, and the ability to contribute to the Agency's success with the intent to leave. Compensation continues to be a concern even though employees are holding onto their jobs.

Three years ago, the Agency completed a comprehensive study of its administrative employees – the Administrative Salary Study - and working with the State Office of Human Resources, implemented pay actions based on the findings of the study.

Similar to the Administrative Salary Study, last year, the HR Office completed an internal salary study intended to address pay concerns of employees – including DNR biologists and technicians - not covered by the earlier study. This internal study revealed that the DNR pays its employees less than other SC State agencies and the Southeastern Average. Funding was requested for FY 2007-08 and FY 2008-09, but due to the recent economic downturn and the uncertain economy, it was denied. As a result, retention of employees remains a concern for the Agency.

To combat the above concerns, the Agency is committed to showing its employees that they are the primary resources for the continuation of the DNR's mission. As such, the Agency believes that how employees are treated during these difficult times will be critical when the economy improves. Further, the DNR believes that it is important to continue to recognize excellent performance during difficult times and strive toward job security to reciprocate the loyalty that employees currently express for the Agency. In doing this, the Agency believes that this will support increased retention rates when the economy improves.

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

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

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

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

The Director and seniors leaders support the completion and accurate evaluations of the EPMS. The completion and timely submissions of Agency evaluations lets employees know that performance evaluations are valued. Raters are thoughtful in awarding an Exceeds or Substantially Exceeds rating to employees - with a Substantially Exceeds rating requiring additional justification. Furthermore, the timing of the EPMS documents contributes to the achievement of the Agency's action plans as mentioned in 5.1.

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

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

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

Technical competency training is coordinated by the individual Division. For example, the Law Enforcement Division provides extensive technical training to Conservation Officers through Wildlife Basic and annual training events. The Director, Chief of Staff, Deputy Directors, and Human Resources Director meet annually to discuss training needs. Attendance at training sessions or programs is coordinated by the Human Resources Office which also receives feedback from employees pertaining to their training needs. Ad hoc training programs are offered on a Just-in-Time (JIT) basis. The training sessions, including external training programs, are evaluated through a course evaluation form. The NCTC offers leadership programs through face-to-face and on-line delivery systems.

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

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

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

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

Business Managers meet quarterly for training in the areas of procurement, fiscal responsibilities, and human resources processing. These meetings have been well received and while originally established to provide training for staff, they have taken on a dual role of conveying information in order to improve processes (see 5.2). As mentioned in 5.6, the Agency has purchased software with the intent of creating training vignettes'. Nevertheless, training development is being postponed until after SCEIS HR/Payroll functions go live in December of 2009 in order to ensure that all Human Resources staff stay focused on this implementation.

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

The Agency's primary means of evaluating leadership training is through direct feedback. Employees are more likely to answer questions regarding the applicability of training programs when they talk with another person. Leadership program attendance evaluations are also treated in this way. For instance, the DNR is currently piloting an on-line leadership program offered by NCTC in order to provide alternatives to attendance for employees' busy schedules. Positive feedback has been obtained for this program. On the other hand, mixed feedback has been noted for the Certified Public Manager (CPM) program. Regardless of program though, the Agency believes that the learning that has occurred for participants outweighs the time away from their jobs. For all such programs, the Human Resources Office will continue to monitor feedback to ensure the efficient expenditure of funds.

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

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

Employees are provided a motivational environment that allows them to develop and utilize their full potential through training opportunities, support for educational degrees, and commitment by the Director to have a well-qualified workforce. Through the vacancy announcement processes,

employees are able to apply for promotional opportunities. Additionally, the evaluation system incorporates a development segment that allows communication between employee and supervisor concerning career goals and developmental objectives. Most supervisors have been trained on the EPMS system by the Human Resources Office. The Human Resources Director has also developed an EPMS refresher program for supervisors and managers.

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

Historically, the DNR has experienced very low turnover rates indicating that employees have been satisfied with the Agency. However, budget cuts in FY 2000-01 and again during FY 2007-08 and throughout FY 2008-09, have dramatically impacted morale and increased retention concerns. Staff discovered in FY 2000-01 that other employment opportunities offered higher salaries for similar work. With the removal of job security and the feeling of being overworked and underpaid, the sense of loyalty to the Agency declined. The DNR continues to struggle with competitive salaries for the amount and type of work performed.

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

The Agency's state funding remains inadequate when attempting to provide attractive and competitive salaries with the aforementioned competition. Without equitable and competitive salaries, the turnover rate is sure to increase when the economy improves. The continued erosion of the State's economy will ultimately limit the effectiveness of the DNR's mission.

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

Two of the Agency's Divisions have effective career progression strategies. While the DNR is creating career paths for other professions, career paths will not be implemented unless the funding is available to support the path. In addition to career progression strategies, the Agency internally advertises many of its positions first to its employees in order to provide greater promotional opportunities.

With 14 TERI employees scheduled to complete that program in 2010 and the Agency experiencing historic funding reductions, succession planning is an incredible challenge. To further illustrate the problem, the DNR has one section in which 4 of the 7 employees end their

TERI in the Spring of 2010. The Agency is considering any realistic approaches to provide that the mission continues to be met.

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

The DNR's Safety Committee was created to assist with safety regulation compliance. To date, the Committee has achieved this compliance through an increased awareness of safety issues, enhanced training of supervisors and employees, and periodic safety checks. To formalize these activities, the Safety Committee has also developed a written Safety Plan for the Agency. Several years ago when this Plan was provided to Deputy Directors for comment, budget restrictions and limited personnel limited its final implementation.

The Agency's Training Coordinator position was lost due to budget cuts in FY 2000-01. This position remains vacant. With the upcoming implementation of SCEIS and the specialized job characteristics for a training coordinator, training will remain limited.

The Agency also conducts various wellness activities to include wellness walks and health screenings, as well as periodically including articles encouraging healthy lifestyles in Agency communications to employees. CPR and first aid training are offered to the DNR's employees intermittently. The purchasing of software that can be used to create training vignettes' is expected to provide basic safety training topics while budget restraints continue.

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Category 6 – Process Management

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

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

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

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

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

The DNR has developed a network of key processes for its products and services to provide effective management of work. The primary processes are based upon the DNR's mission and major strategic goal of enhancing the effectiveness of the Agency in addressing natural resource issues. A wide variety of program delivery processes are related to this goal. The key programs for this goal area include:

- Wildlife management and technical assistance;
- Law enforcement;
- Freshwater fisheries management plans and technical assistance;
- Conservation districts;
- Marine resources fisheries management and mariculture;
- Endangered species and protected elements management;
- The Agency's Wildlife Management Area (WMA) Program (comprising over 1.1 million acres);
- Marine Resources Research Institute;
- Wildlife and freshwater fisheries research;

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

All Divisions have delivery processes through programs for education and public involvement. Major products and services in this area include natural resources planning and public attitudinal surveys, the DNR's website (which secures public input on management plans and projects), SCMAPS, Hunter and Boater Safety/Education, Take One Make One, Project WET, Project WILD, *SC Wildlife* magazine, the DNR News Program, SC Reel Kids, and Hooked on Fishing Not on Drugs.

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

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

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

Monthly meetings of the Deputy Directors, Divisions, and Division Section Chiefs facilitate open discussion of program operations and encourage sharing of knowledge and technology applications across process management platforms. Staff is routinely encouraged to assess and contain the cost of operations. Attendance at regional and national conferences expose staff to new, innovative methods of implementing programs that result in more effective and/or efficient processes. Through direct contact and input from user groups and constituent-based surveys of customers that use the products and services of these delivery processes, the DNR is able to adjust to changing customer requirements.

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

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

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

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

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

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

The DNR has an effective level of support processes that are used in the production and delivery of the Agency's products and services. These support processes are used to provide needed assistance and guidance for the Agency's major strategic goals. Major support processes in the DNR are:

- Planning, surveys and performance measures;
- Legal;
- Human resources;
- Legislative affairs;
- Environmental permits/coordination;
- Data processing and information technology;
- Supply and equipment;
- Finance and accounting;
- Procurement;
- Licenses and fees collection;
- Boat titling and registration;
- Graphics, duplicating and mail services;
- News media and public relations;
- Audio/video productions; and,
- Engineering.

Each of these processes includes highly skilled staff resources that maintain activities and performance based upon the most current information and technological strategies. Additionally, specialized training and career development plans are created and implemented to ensure the highest level of skill development and performance attributes. Through the Agency's workforce planning tools and projects, the DNR is able to improve and update these processes to achieve higher levels of performance. Support challenges are discussed and corrective actions identified during the meetings. Improvements are monitored and reviewed at subsequent meetings. Regular discussions between staff help ensure smooth operations, mutual support, and rapid conflict resolution when needed.

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

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Category 7 – Business Results

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

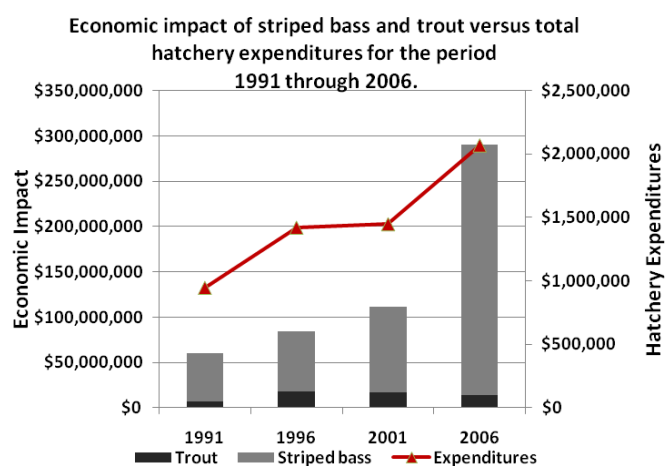
7.1-7.6: The DNR has developed the following business results based upon major programs in the Agency that are related to the Strategic Plan. A critical Agency responsibility is to produce statistical and survey information on performance and improvement measures and benchmarking efforts. The DNR recognizes this responsibility and also recognizes the need to improve on previous years' efforts in this area. As stated throughout this report, each Division has or is in the process of reassessing and updating their key performance measures in order to determine meaningful performance and improvement measures for the Agency so that they can be tracked and evaluated through time. Based on this, the agency must, in some cases, supplement quantitative measures with a discussion of qualitative measures.

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

Program: Wildlife and Freshwater Fisheries
Division: Wildlife & Freshwater Fisheries

South Carolina’s abundant and well-managed fish and wildlife resources support a large number of hunting and angling constituents. This includes residents and nonresidents that select South Carolina as a hunting and fishing tourist destination. The annual economic impact of wildlife-associated recreation in the state is estimated to be over \$3.7 billion.

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

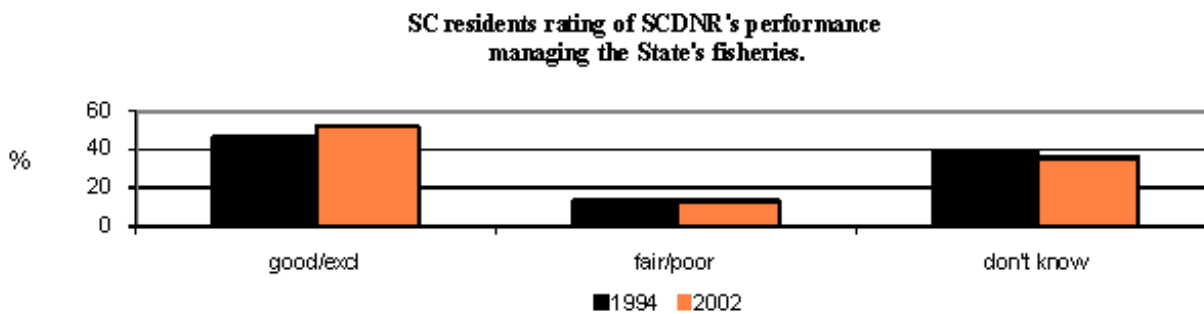


Annually, freshwater fishing has a total economic impact of over \$1.2 billion in South Carolina. Fishing for striped bass and trout generates an economic impact in excess of \$276.5 million and \$14.2 million, respectively. In South Carolina, the products from the DNR’s fish hatcheries support approximately 80% of the striped bass fishery and 90% of the coldwater trout fishery. The total annual cost for the operation of the Agency’s freshwater hatcheries averaged approximately \$1.6 million from 1996 to 2006. (See Figure 7.1) The 2006 economic impact of striped bass and trout fishing alone, when compared against the cost of the entire fish hatchery program, yielded a cost benefit ratio of 138 to 1 to South Carolina’s citizens.

(Figure 7.1)

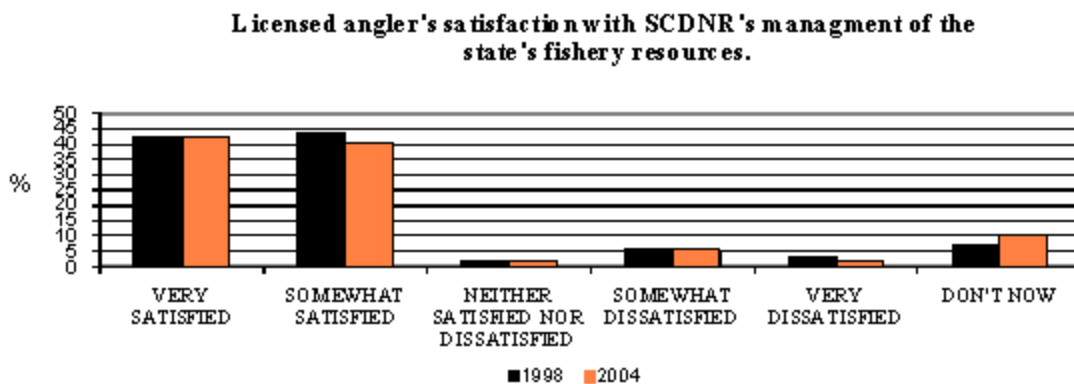
The Freshwater Fisheries Section has conducted surveys of customers concerning hatchery products, technical assistance, and general angler attitudes. These surveys and the public attitudinal information provide a basis for the Strategic Plan update and detailed feedback from the public as to where resources need to be focused in the future. These public opinion surveys are an important management tool for the Agency and provide a solid basis for developing a comprehensive planning process, as well as developing budgetary recommendations for the allocation of resources in the DNR.

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



(Figure 7.2)

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



(Figure 7.3)

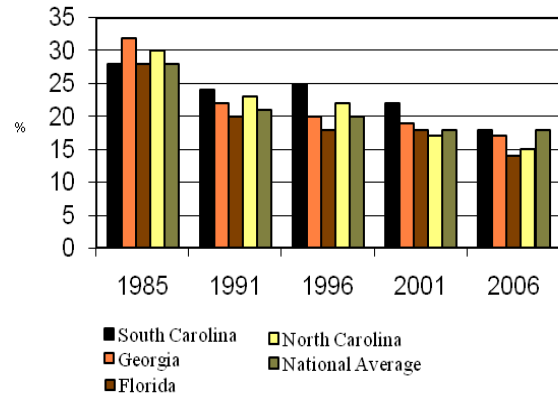
While participation in hunting and fishing has declined nationally since 1985, the decline in South Carolina has been slower than in neighboring states and the nation. (See Figure 7.4) For instance, the state trailed its neighbors and the national average in the percentage of its population participating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

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

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

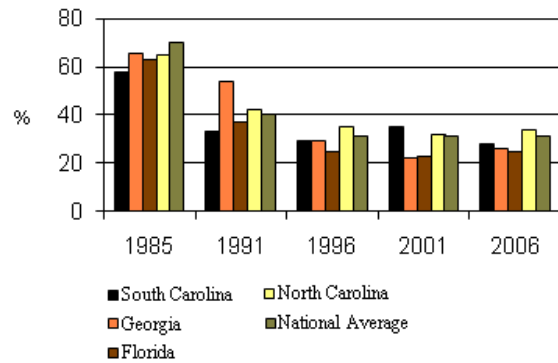
Wildlife related recreation in South Carolina declined between 2001 and 2006, but remained higher than the national average. The rate of participation in South Carolina's neighboring states showed slight increases during this period. (See Figure 7.6)

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



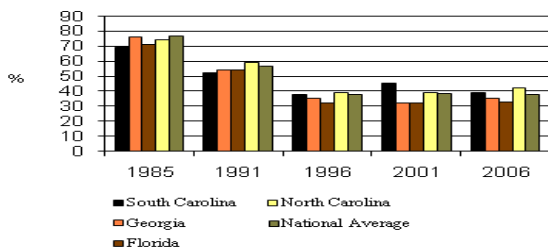
(Figure 7.4)

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



(Figure 7.5)

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



(Figure 7.6)

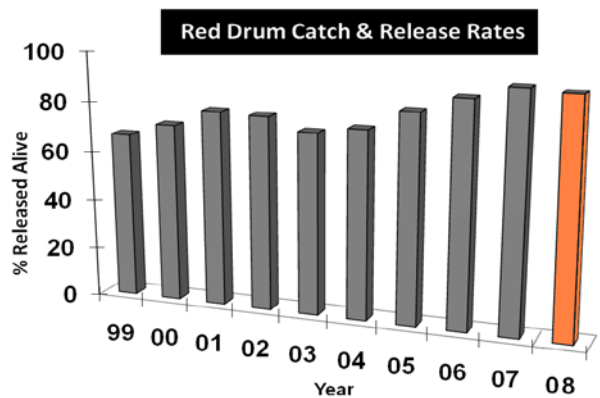
The Marine Resources Division (MRD) is the chief advocate for, and steward of, the state’s marine resources. The Division’s goals include: (1) achieving a greater understanding of the state’s marine resources; (2) proactively managing the state’s marine resources and habitats for sustainable use while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

Program: Marine Resources
Division: Marine Resources

Marine recreational fishermen represent a large and significant portion of the DNR customer base. This customer base represents a diverse group of both licensed and non-licensed consumptive and non-consumptive users including anglers targeting finfish, oysters and clams, shrimp, and crabs. The customer focus in this case can be broadly summarized as: (1) to understand the long- and short-term status and trends of SC marine resources; (2) to protect, conserve, and enhance fishing opportunities and access for SC citizens and guests; and, (3) to provide outreach and education to constituents on coastal natural resource conservation priorities.

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

The South Carolina Marine Gamefish Tagging Program is an angler-based project that utilizes recreational anglers for deploying external tags in marine game fish. In addition to providing fisheries managers with valuable information on fish stocks, the Program also has an important outreach component which seeks to promote catch/tag and release, and overall resource conservation. In the past year, 220 certified fish taggers tagged 1,526 fish considered as priority species. With the help of recreational fishermen, 229 tagged fish were reported recaptured, with over 64% of those recaptures being red drum. As a result of these efforts, SC fishermen have been releasing alive, 83% of the red drum (calendar year, 2008), the most popular recreational finfish, promoting angling ethics, and conserving this gamefish for future generations. (See Figure 7.7) Although release rates of red drum have increased over recent years, fishery independent monitoring conducted by the MRD provides some evidence that the estuarine population of sub-adults may decrease over the next few years due to natural variability in year classes entering the fishery. This may be offset, in part, by the red drum stocking program which used saltwater fishing license and other funds, to add 1,300 15-inch long juveniles; 3,500 5-inch juveniles; 1.1 million, 2-inch fingerlings; and 33 million genetically marked 2-3 day-old larvae at multiple sites throughout South Carolina’s estuaries in FY 2007-08. In addition to red drum, striped bass and cobia were produced and stocked in South Carolina waters in FY 2007-08. Over 12,000 7-8 inch striped bass were released in the Ashley River in FY 2007-08, while 60 12-15 inch one year old cobia were externally marked and released in Port Royal Sound in the spring and nearly 2,000 3-5 inch cobia fingerlings were genetically marked and released in the fall of 2008.



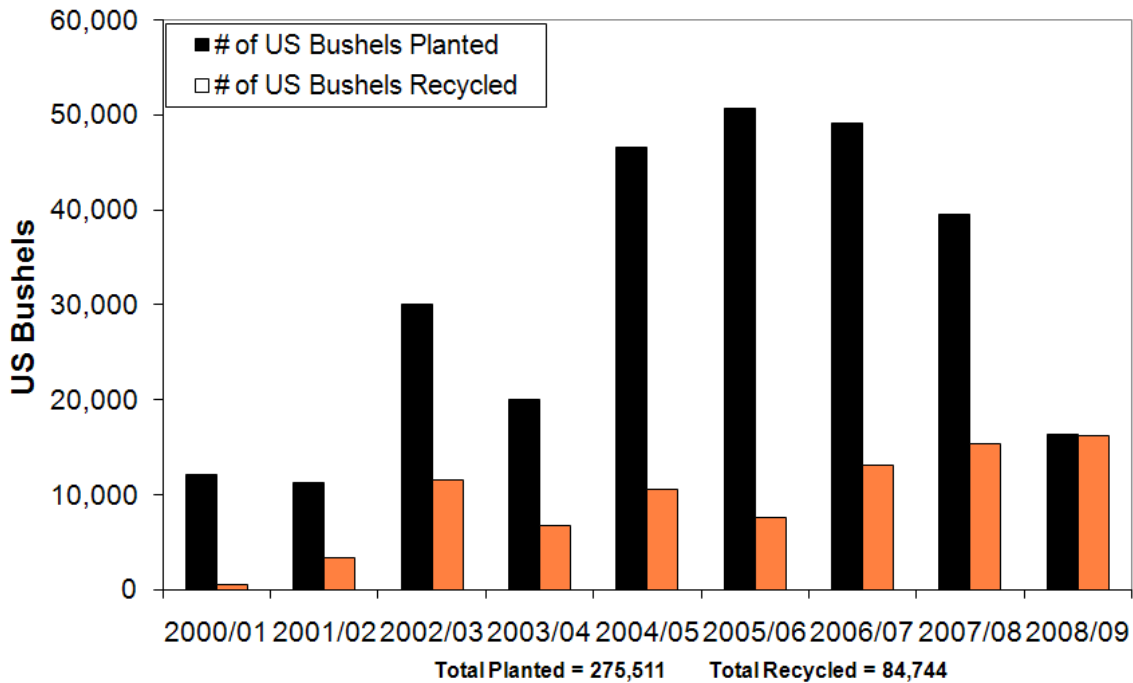
(Figure 7.7)

During FY 2008-09, there were 104,191 resident (up 1.0%) and 30,989 (up 0.4%) nonresident saltwater recreational fishing licenses sold to shell fishers and boat anglers. Boat anglers represent a large portion of the DNR customer base. This customer base is extremely important, not only because of its size and continued growth, but also because it helps support a number of recreationally oriented programs through the revenue created by licenses sales. Saltwater recreational fishing license requirements were changed through legislation during FY 2008-09 to include shorebased anglers as well as people who recreationally crab and shrimp without bait. Since little was known about these recreational groups, the Agency was prevented from fully assessing fishing effort and mortality for management purposes. Now that these groups are required to have a saltwater fishing license, data can now be collected from them through surveys which will assist in better management decisions.

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

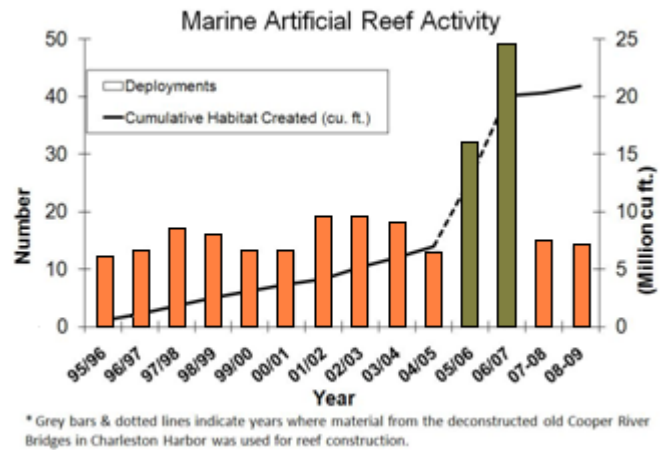
Oyster shell recycling saves taxpayer dollars by recovering discarded shells from oyster roasts that are then returned to the marine environment by the DNR. Shells attract larval oysters that grow into new oyster reefs and serve as finfish habitat, as well as ecosystem engineers, filtering water and removing nitrogen. In addition to planting and recycling shell, the Program also monitors oyster recruitment to planted reefs to assure effectiveness and accountability and has involved the public - in the award-winning SCORE program - to help build a number of these reefs. FY 2008-09 was a very productive year for the program with a record number of 16,161 US bushels of shell recycled. During the spring and summer months, 16,130 bushels of shell were planted in Georgetown, Charleston, Colleton, and Beaufort counties using the Agency’s push boat and barge, and commercial contractors. Innovative research efforts are also evaluating alternative materials for oyster reef substrates. (See Figure 7.8)

Shellfish Recycling and Planting



(Figure 7.8)

The Marine Artificial Reef program was established in 1975 and the 49 permitted artificial reef sites currently have a total economic impact exceeding \$83 million while supporting approximately 1,000 jobs. A survey of SC saltwater recreational license holders in 2006 found that 32% of active saltwater anglers fish on the state's permitted reef sites. Recycling of waste materials into offshore habitat is an example of improved economic benefit from environmental conservation. Over the past 13 years, 270 deployments have expanded the amount of fishable bottom on these sites by 20.9 million cu. ft. (See Figure 7.9) The total cubic feet of new reef habitat added to SC waters this fiscal year increased over the previous year due to several large scale projects, however, the number of reef deployments decreased due primarily to mid-year budget cuts within the program.



(Figure 7.9)

The SC seafood industry is an important component of the state's coastal economy and heritage. It also plays an important role in the lives of 1,500-2,000 commercial fishermen and wholesale and retail seafood dealers, another significant component of the MRD customer base. It also provides a foundation for the state's growing coastal tourism industry. During calendar year 2008, the total weight of wild saltwater stocks landed in this state was 10.0 million lbs. with an ex-vessel value of \$17.9 million. The customer focus in this case can be broadly summarized as the desire to ensure sustainable, economically viable marine fisheries. Significant components of the SC seafood harvest are shrimp and blue crabs. During FY 2008-09, 439 commercial shrimp trawl licenses were sold, an increase of 5 (or 1.2%) from the previous year but a decrease of 116 (or 21%) over the past 6 years. Rising fuel costs and declining shrimp prices have created an economic hardship for commercial shrimpers causing reduced fishing effort among the fleet. The commercial shrimp season typically opens in spring and closes sometime after New Years Day depending mainly on environmental factors. Landings are comprised largely of two species, white and brown shrimp. In addition, the fall 60-day recreational baiting fishery of shrimp was comprised of 8,346 licensed fishermen in fall 2007. After early rapid expansion, effort in the baiting fishery has decreased in recent years; however, the fishery continues to account for a substantial annual harvest (0.693 million pounds whole shrimp).

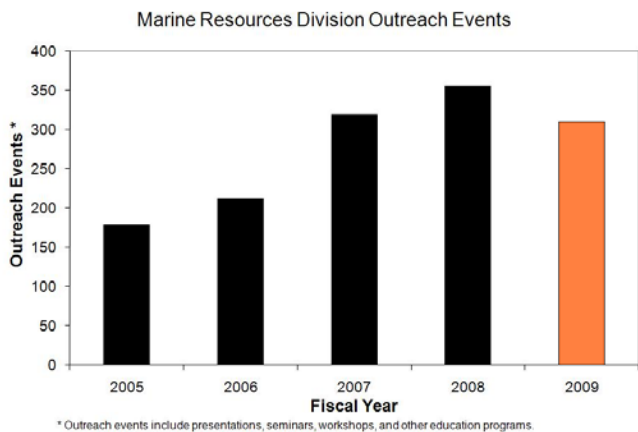
The commercial blue crab fishery had 361 licenses (14 nonresident) in FY2008-09, representing an increase of 10 (or 2.8%). This fishery operates year round, and fishermen are not limited in the number of traps they may license. The MRD utilizes not only licensing and permitting requirements, but also good science and management to help sustain the shrimp and blue crab fisheries.

Monitoring the public's understanding and perceptions about marine resources is an important aspect of the MRD's activities related to resource management. A scientifically conducted public opinion survey of licensed recreational anglers in 2009 found that 90% of active licensed anglers were very or somewhat satisfied with saltwater fishing in the state. A majority of these anglers (55%) believed the quality of saltwater fishing has improved or remained the same over the previous five-year period (22% had no opinion). When results from this survey were compared with a similar survey conducted in 2006, license holders indicated that MRD's efforts to inform the public about saltwater fishing improved over this two year period (24% in 2009; 18% in 2006) and the percentage of license holders rating the Division's management of saltwater fisheries as excellent or good remained stable at 76%. When asked if they were satisfied with the MRD as a government agency, 79% of residents responded that they were either very

satisfied or somewhat satisfied - similar to the results from the 2006 survey (81%). However, the number who indicated they were very satisfied increased by 9 percentage points over this two year period (50% in 2009; 41% in 2006).

Education and outreach efforts are also an important component of the Division. In FY 2008-09, the Division conducted 310 outreach events for a variety of audiences ranging from scientists, to students, to community decision makers. In addition to these outreach events, staff have also actively participated in

the South Carolina Marine Educators' Association, local science and career fairs, and hosted career shadowing for students.



The recorded outreach efforts by the MRD have remained relatively stable over the past 3 years with over 300 events conducted each year. It is important to note that recently a more focused effort has been placed on monitoring the Division's outreach efforts, which may help account for the increase in events from 2006 to 2007. (See Figure 7.10)

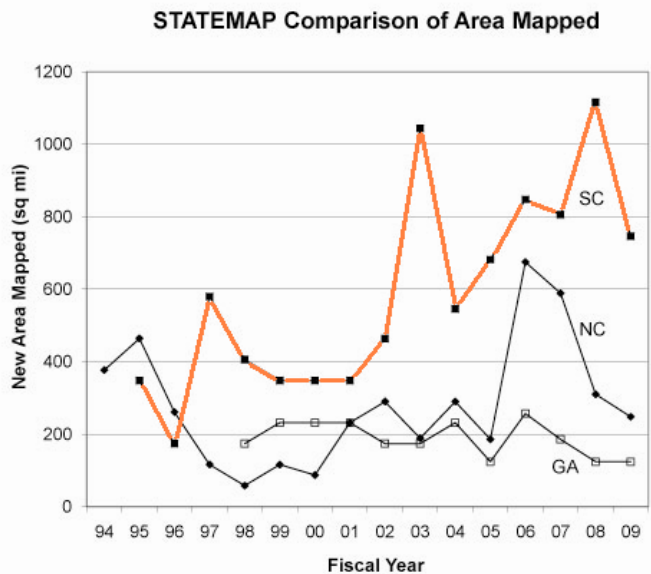
(Figure 7.10)

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

Program: Geological Survey
Division: Land, Water & Conservation

The Geological Survey continues to be the sole source provider of geologic map information to the public within the state. Geologic mapping, which represents original research and digitization of geologic information, are core competencies. Both continue to be long-term baseline measures in the operational plan. Stakeholders and the STATEMAP Advisory Committee collaborate to define critical socio-economic needs for new geologic information. Land-use planning, protection of the environment and economic development are major determining factors in the establishment of annual priorities. Development of geologic map information in those areas is proactive and complements the long range plan by integrating geologic information into the decision making process at the state and county levels. During FY 2008-09, priority was given to the Mountain Bridge, Aiken, Lake Marion, and Ridgeland areas. Approximately 740 square miles were mapped. In comparison, North Carolina and Georgia mapped only 260 and 130 square miles, respectively (See Figure 7.11). Cycle time for introduction of new map products was maintained at 21 months (planning to completion) and continues to be controlled by external funding, e.g. STATEMAP and National Park Service.

Digitization adds value and increases perception of map information. Twenty-three (23) map products were either digitized or revised; that total includes 11 new products. At the beginning of FY 2008-09, digital products covered 23% (130 of the 566 quadrangles) of the state. Presently, digital map coverage is 27%. This baseline is defined by customer needs, preference, referral, and acquisition. In comparison, North Carolina presently has 9% digital map coverage, while Georgia has only 4%.



(Figure 7.11)

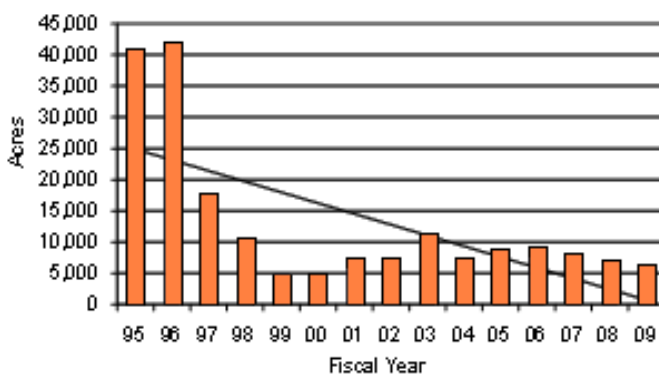
Program: Aquatic Plant Management
Division: Land, Water & Conservation

The purpose of the South Carolina Aquatic Plant Management Program (APM) (Section 49-6-10) is to prevent, identify, investigate, manage, and monitor aquatic plant problems in public waters of the state. The Program works closely with the Aquatic Plant Management Council (Section 49-6-30) and funding is cost-shared between available federal, state, and local (public and private) sources.

During FY 2008-09, aquatic plant management operations were conducted on 41 different management sites at a cost of \$640,693 using local and state Water Recreation Resource funds. Field operation expenditures declined 17% from FY 2007-08. This occurred by utilizing more efficient survey and treatment schedules along with the increased efficacy of newer herbicides. Costs were split nearly evenly between local cost share monies (48%) and state Water Recreation Resource funds (52%).

Hydrilla was discovered in several new sites and showed some significant increases in acreage at several old sites. Maintenance stocking of grass carp was suspended for 2008 on the Santee Cooper Lakes due to historically low water levels but was resumed in the spring of 2009. The Phragmites invasion of coastal South Carolina has been slowed. Only 749 acres of Phragmites were treated this year. This represents a 64% decrease in treatment acreage from 2005's high of 2,083 acres. New problems tackled by the APM program include rapid response to a highly invasive snail species (*Pomacea canaliculata*) in the Socastee area of Horry County (111 acres at \$3,671) and a toxic algae (*Microcystis*) problem in Hopeland Gardens in Aiken, S.C.

**Nuisance Aquatic Plant Coverage
in Public Waters**



(Figure 7.12)

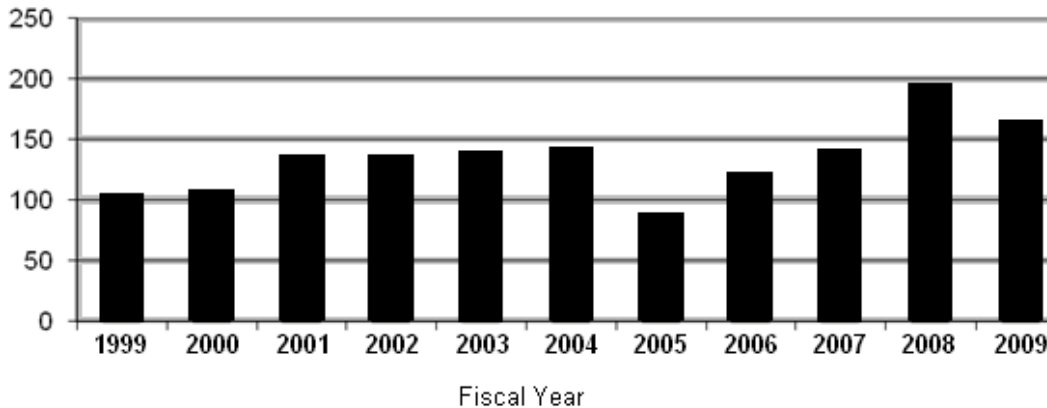
The ultimate success of the Program is measured by the presence of aquatic nuisance plants in the state's public waters. During the past year, the total area infested with nuisance aquatic vegetation was 6,319 acres. This represents a 10% decrease in coverage from FY 2007-08. It also represents an 85% decrease from peak coverage in FY 1995-96 (See Figure 7.12). To enhance public trust in the Agency, all data pertaining to management activities is readily available online through the Agency's website.

**Program: Environmental Review
Division: Land, Water & Conservation**

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

Customer satisfaction and mission accomplishment may be assessed by the timeliness of review completion and response, and by the comprehensiveness of reviews conducted. For the time period, FY 1999-2000 through FY 2008-09, more than 90% of all requested environmental reviews have been completed within the requested time period. The number of comprehensive reviews conducted (those for which a field site visit and/or a GIS evaluation are performed) increased steadily between FY 2004-05 and FY 2007-08 (See Figure 7.13). The total number of comprehensive environmental reviews in FY 2008-09 was 161. This number is down 16% from FY 2007-08 most likely due to economic conditions and a slowdown in new construction activity.

Number of Comprehensive Environmental Reviews



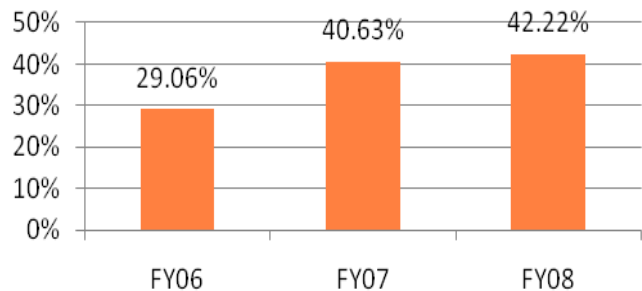
(Figure 7.13)

Program: Flood Mitigation
Division: Land, Water & Conservation

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

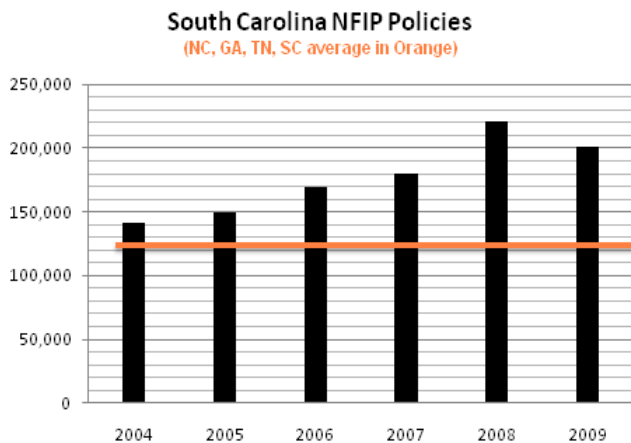
During FY 2008-09, Program staff trained over 200 community officials and professionals, provided technical assistance to over 3,500 community leaders and citizens, and delivered information with over 2,000 website visits. The Program undertook its fourth year of the Flood Map Modernization Initiative that will provide more accurate GIS-based Flood Insurance Maps. FEMA has awarded the DNR approximately \$25 million to support the effort. To date, 42% of the state’s population benefited from new preliminary Digital Flood Insurance Rate Maps (DFIRM) which have been modernized providing greater accuracy, easier use and online access by the public (See Figure 7.14).

% of Population with New Preliminary Flood Maps



(Figure 7.14)

The first round of the statewide flood map update is projected to be completed by 2011. Counties with updated flood maps include: Sumter, York, Spartanburg, Lexington, Florence, Greenville, Pickens, Berkeley, Calhoun, Oconee, Kershaw, Saluda and Lee Counties.



(Figure 7.15)

One measure of Program effectiveness is community participation in the National Flood Insurance Program (NFIP). Two hundred and thirteen communities now participate in NFIP, with South Carolina ranking sixth in the nation for flood insurance policies in effect. The number of policies in FY 2008-09 is 201,262, down from a high of 220,808 in FY2007-08 (See Figure 7.15). While the number of policies had steadily increased over the past 20 years, the downturn in the economy and rate increases may have been factors resulting in a drop in flood insurance policies. Under the Flood Mitigation Assistance Grant program a planning grant was awarded to the City of Myrtle beach to update their Flood Mitigation Plan.

Program: Hydrology
Division: Land, Water & Conservation

During FY 2008-09, the Hydrology Section worked with the Corps of Engineers and the State of Georgia to mitigate the record-setting drought in the upper Savannah River basin, and advised the Governor’s Savannah River Committee on saltwater intrusion, drought management strategies, and surface-water allocation issues for the Savannah River basin. The DNR’s hydrologists also advised representatives from the Attorney General’s office regarding hydrologic issues associated with South Carolina’s lawsuit against North Carolina to prevent additional transfers of water out of the Catawba River basin. Staff reviewed and suggested improvements to proposed legislation concerning permitting of surface-water withdrawals and statewide water planning.

Staff continued to work with South Carolina Electric & Gas on the Federal Energy Regulatory Commission’s (FERC) relicensing application for the operation of the Saluda Hydropower facility at Lake Murray; specifically, staff reviewed and assisted with an Instream Flow Incremental Methodology (IFIM) study of the lower Saluda River and the development of a hydraulic/hydrologic model for water allocation. Staff also reviewed and commented on hydrologic issues related to Duke Energy’s proposed new nuclear power plants the Broad River, the FERC relicensing of hydropower plants on the Upper and Lower Pacolet Rivers, and on a proposed water-supply reservoir planned for Ferguson Creek in Spartanburg County. Staff worked with DHEC and the USGS-Georgia District to develop and refine a saltwater-transport model to evaluate saltwater intrusion in the Upper Floridian aquifer and to assess the impact of ground-water pumping in the Savannah and Hilton Head areas on the movement of saltwater into that aquifer. Staff continued development of a flow model for Scott Creek at Edisto Island, and the Program began working with the Town of Bluffton to develop a water budget for the May River watershed.

During the past fiscal year, ground-water levels were monitored in 109 wells, surface-water flow at 102 gauging stations, saltwater intrusion in two wells at Edisto Island, and pond levels at one Carolina bay; 797 well records were added to the Piedmont well database; 263 well-site recommendations were made in the Piedmont; and 84 springs were added to the statewide spring’s database. Staff responded to 922 requests for technical assistance during the year. Geophysical logs were made in 9 wells. Four technical reports were published and 23 presentations were made to water professionals and the general public

regarding the state’s water resources. The update of the 1983 *State Water Assessment* was completed and is being prepared for publication, and a report detailing the water resources of Newberry County was prepared and is nearing completion. Potentiometric maps showing water-levels in the three main Coastal Plain aquifers were published.

Program: State Climate Office
Division: Land, Water & Conservation

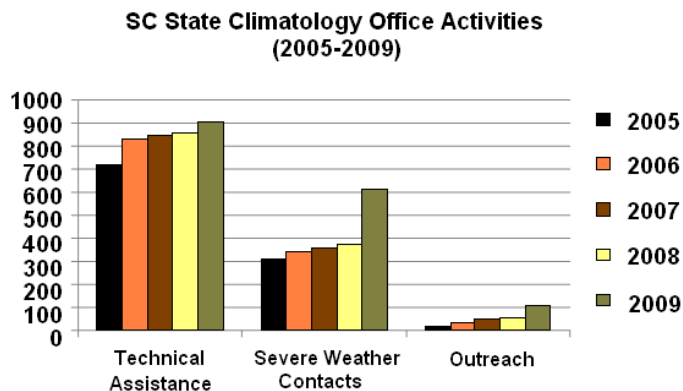
During FY 2008-09, the State Climate Office (SCO) fulfilled the Program’s mission through outreach, research, publication dissemination, and technical and severe weather assistance provided to state agencies and the citizens of SC (Sections 49-25-10 et seq., Code of Laws of South Carolina, 1976, as amended). The *South Carolina Drought Response Act* directs the SCO to administer a statewide drought response program. During FY 2008-09, South Carolina experienced extreme and severe drought conditions in the upstate counties for most of the year. The SC Drought Response Committee convened 6 times to review drought conditions and issue declarations. Six hundred (600) water systems were surveyed to identify their water conservation efforts during this extreme drought. The 2008 through 2009 drought efforts also included maintaining the Regional Drought Monitor Application.

As a member of the State’s Emergency Response Team, staff was activated to the Emergency Operations Center for Tropical Storm Hannah and the Horry County Wildfire. Staff participated in quarterly hurricane task force meetings and training. Program staff issued 16 weather outlooks, 22 fire weather outlooks, 18 severe thunderstorm/tornado advisories, 23 tropical cyclone advisories, 33 weekly tropical updates, 13 Asian Soybean Rust weather outlooks, and 4 cold weather advisories.

The Program is a cooperating institution in the Carolinas Integrated Sciences and Assessments (CISA) project, which integrates climate science and water management in North and South Carolina. One research project, *Improving Drought Detection in the Carolinas: Evaluation of Local, State, and Federal Drought Indicators* was published through the Doctoral Program at the University of South Carolina.

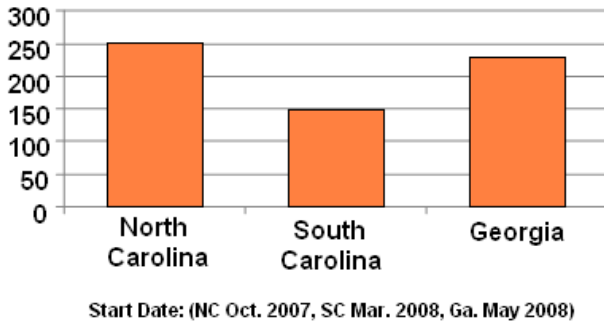
The SCO provided 42 presentations to various organizations during FY 2008-09. The Program also operated a Weather Alert notification network providing severe weather notification and tropical advisories for 616 subscribers (increased from 376 last year). The subscribers were federal, state, and county agencies, municipalities, and school districts. During 2008, the SCO logged 593 phone and e-mail requests for climate data and averaged 12,000 monthly information retrievals from the SCO web site. The SCO answered 322 media inquiries in FY 2008-09.

The State Climatologist provides a monthly weather and climate segment for South Carolina Educational Television. Staff also author and archive a weekly and annual state weather summary documenting temperatures, precipitation, and extreme weather events. The summary is published during the growing season by the USDA in their Weekly Weather and Crop Progress Report. A summary of State Climatology Office activities from 2005-2009 is shown in Figure 7.16



(Figure 7.16)

Active CoCoRaHS Stations



(Figure 7.17)

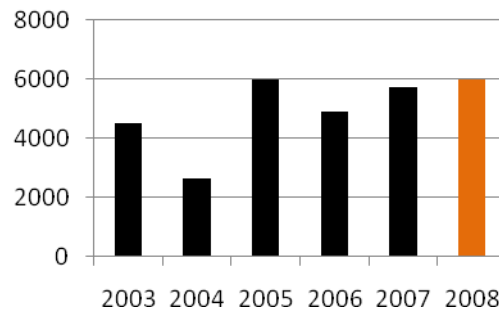
On March 1, 2008, South Carolina, in conjunction with the National Weather service, joined a national effort to establish a volunteer program of precipitation observers. The program is called the Community, Collaborative, Rain, Hail and Snow Network (CoCoRaHS). One hundred and fifty (150) South Carolina observers have joined, taking over 55,000 daily rainfall reports (See Figure 7.17). The Program’s goal is to increase the number of observers to equal those of the border states of North Carolina and Georgia.

Program: Habitat Protection
Division: Land, Water & Conservation

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

The Program also provides, through the DNR’s Habitat Committee, enhanced coordination of several Agency programs including the Heritage Trust Program, the National Estuarine Research Reserve Program, Focus Area Initiative, Scenic Rivers Program, and the Forest Legacy Program. This Program also coordinates with the Environmental Review staff to provide guidance with FERC relicensing issues and selection of appropriate mitigation sites when the intent is for the DNR to hold title to such property. This year, staff provided technical assistance and administrative support for 13 river management projects in 27 counties, including State Scenic Rivers, watersheds, and water trail projects. The *Lynches Scenic River Water Trail Guide* was produced and published. About 2,000 man hours were volunteered to river management through the participation of Scenic River Advisory Councils. Approximately 6,000 volunteers at 154 sites participated in the 2008 Beach Sweep/River Sweep (See Figure 7.18), retrieving over 67 tons of trash from public waterways in most counties of the state. This accomplishment came after a 65% reduction in Program staff due to budget shortfalls.

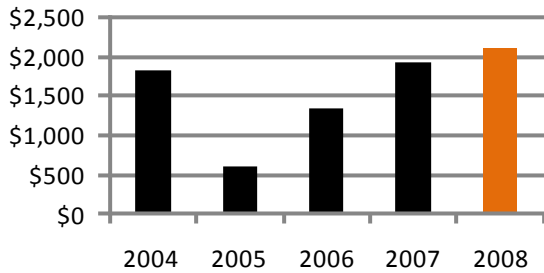
Annual Number of Volunteers with Beach Sweep River Sweep 2003-08



(Figure 7.18)

During FY 2008-09, the Heritage Trust Program acquired 6 properties comprising 3,736 acres at an average cost of \$2,103 per acre (See Figure 7.19) The properties, located in 6 different counties, were acquired using a variety of local, state, and federal funds, or were donated to the Agency. Partnering with

Annual Cost Per Acre for Heritage Trust Property Acquisitions 2004-2008



(Figure 7.19)

other conservation entities proved essential in safeguarding these areas. Properties acquired during the fiscal year include Stumphouse Mountain Heritage Preserve in Oconee County; Phase I of the Belfast Plantation Heritage Preserve and Wildlife Management Area in Laurens and Newberry counties; an addition to Forty Acre Rock Heritage Preserve in Lancaster County; an addition to the Little Pee Dee Heritage Preserve in Marion County; and, a partial interest in Lighthouse Inlet Heritage Preserve in Charleston County. In addition to the property acquired, the 4,687-acre Botany Bay Plantation in Charleston County was dedicated as a Heritage Preserve, but is owned by the South Carolina Budget and Control Board. Currently, 73 Heritage Preserves protect almost 89,000 acres statewide.

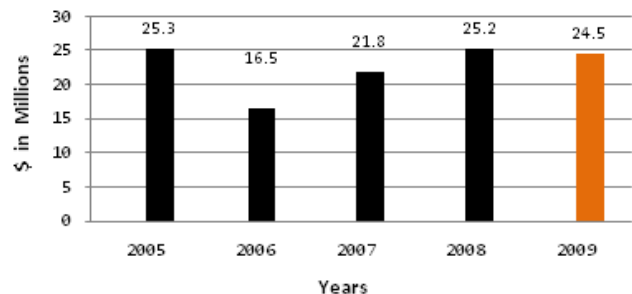
Program: Conservation Districts
Division: Land, Water & Conservation

During FY 2008-09, Agency staff provided technical assistance to the public in conjunction with the 46 Conservation Districts and the U.S. Department of Agriculture-Natural Resource Conservation Service (NRCS). Technical duties of staff included planning and application of soil and water conservation practices, promoting wildlife habitat, monitoring soil erosion, assessing sediment and storm water problems, and conducting technical clinics and workshops. Staff provided over 3,300 staff-days for all aspects of conservation assistance during FY 2008-09.

Concentrated technical assistance in planning and implementation of Farm Bill program applications was provided through a cooperative working agreement with NRCS. Under this agreement, Program staff provided enhanced landowner assistance. During FY 2008-09, technical assistance totaling 1,200 staff-days were provided under this agreement for land protection and management, conservation planning, water quality, and watershed protection.

Through Farm Bill conservation programs, \$24.5 million in federal cost share assistance was provided for installation of Best Management Practices (See Figure 7.20). An additional 329,627 acres were placed in a conservation plan, bringing the grand total to 8.5 million acres in the state covered by a conservation plan.

USDA-NRCS Cost Sharing through SC Conservation Districts



(Figure 7.20)

Program staff continued implementation of contract agreements to provide technical and administrative assistance in 3 watersheds covering 240,000 acres in 5 counties. These watersheds are targeted by DHEC to receive special funding under the Federal Clean Water Act to address water quality issues.

Implementation continued in the Spears Creek Watershed in Kershaw and Richland Counties through FY 2008-09. Program staff provided technical assistance to the Charleston District on an EPA Non-point Source Grant.

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

In cooperation with the state and federal partner agencies, the DNR's staff participated in several conferences that focused on natural resource issues. The 2009 Annual Conservation Partnership Conference focused on farming for the future with emphasis on conservation programs and practices. Program staff also participated in the Mid-year Conference of the SC Association of Conservation Districts and the regional conference of the National Association of Conservation Districts.

Throughout the year, Program staff was involved with many outdoor Agency and Conservation District education programs. Three (3) statewide outdoor education events were conducted during the year, including the annual Institute for Natural Resource Conservation at Lander University; the SC Envirothon; and, the Carolina Coastal Adventure held near Lake Moultrie. In addition, three (3) staff members continue to participate in the Department of Education/the DNR Natural Resource School Initiative.

Law Enforcement Division

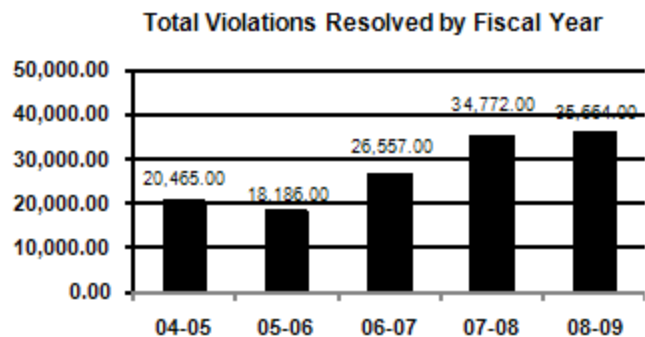
The core mission of the DNR's Law Enforcement Division is: (1) to conserve and protect the state's natural resources for social, economic, recreational, and commercial benefit while providing maximum human utilization; (2) to preserve the peace and protect human lives and property; (3) to develop public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

Program: Law Enforcement Operations

Division: Law Enforcement

In order to assess mission performance and the effectiveness of efforts to protect the state's natural resources and those who utilize them, the Division collects, assesses, and reports officer activity and criminal violation data. Officer activity data includes 16 individual mission related work measures. Criminal violations data is collected from summons tickets and warning tickets. This data is collected and processed monthly and reported through the chain of command within the Division via e-mail reports to supervisors, providing them with information relative to the performance of officers in the field. Senior staff within the Division can assess manpower and resource allocation and conduct appropriate planning based on this data. The Division calculates and analyzes specific work measures across regions and units for comparison of work productivity over time. These measures are being used effectively to evaluate efficiency and effectiveness of law enforcement officer activities for individual officers, field units, field regions, and the Division. In making decisions, the Division stays focused on the strategic plan as a road map.

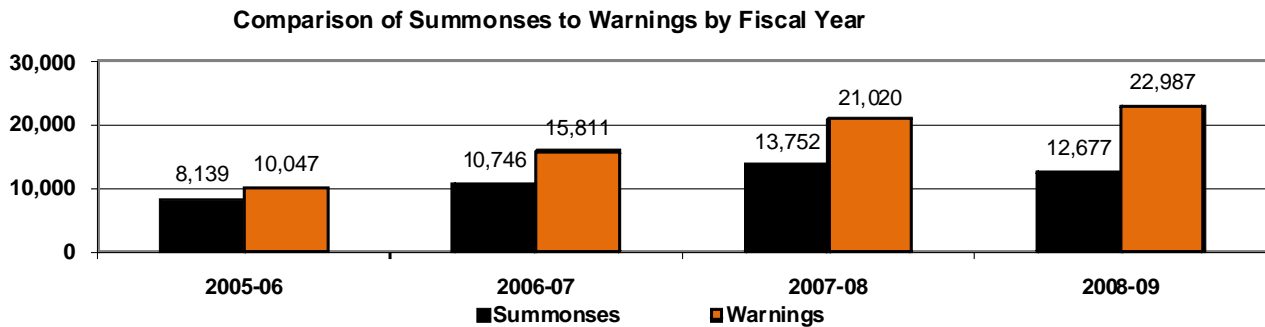
In FY 2008-09, Agency officers identified and resolved a total of 35,664 violations of the law through the issuance of summons and warning tickets, an overall increase of 2.5 % from the previous fiscal year's total of 34,772. (See Figure 7.21) The increase in the number of violations resolved by officers is in part attributable to several initiatives within the Division. Senior leadership within the Division continues to utilize a management accountability strategy whereby supervisory Captains, Lieutenants, and First Sergeants actively review monthly output data related to officer work measures. This data is the end-result of reporting measures that were initiated several years ago. This new strategy involved review of work measures both up and down the chain of command to create conditions of accountability among officers, unit supervisors, and region supervisors.



(Figure 7.21)

Summons tickets were used to resolve 12,677 of the violations, or 35.5% of the total. Warning tickets were issued for the remaining 22,987 violations, or 64.5% of the total. (See Figure 7.22) This data represents a consistent approach by the Agency's officers in the resolution of violations encountered in

the field. Officers are as likely to educate the public regarding a violation through the use of warnings, as they are to bring formal charges. This ratio has remained fairly consistent over time as summonses in previous years have, on average, accounted for 40% - 45% of the violations resolved, while warnings have, on average, accounted for 55% - 60%. The trend over the last three years has been a ratio of 2 warnings to every 1 summons.



(Figure 7.22)

In FY 2008-09, Agency officers expended 7,637 man-hours assisting other law enforcement agencies, and resolved 5,382 public safety violations including trespass, litter, drugs, alcohol, and disorderly conduct. 2,431 of these violations were resolved using summonses, and 2,951 were resolved by warning tickets. Public safety cases accounted for 15% of the violations resolved by Agency officers last year. The number of hours officers spent assisting other agencies was consistent with the year before when officers spent 8,336 hours assisting other agencies.

The DNR’s officers spent another 3,898 man-hours conducting search and rescue missions, an increase of 4.7% from the previous year. Combined, these numbers continue to reflect the broad spectrum of law enforcement duties carried out by Agency officers.

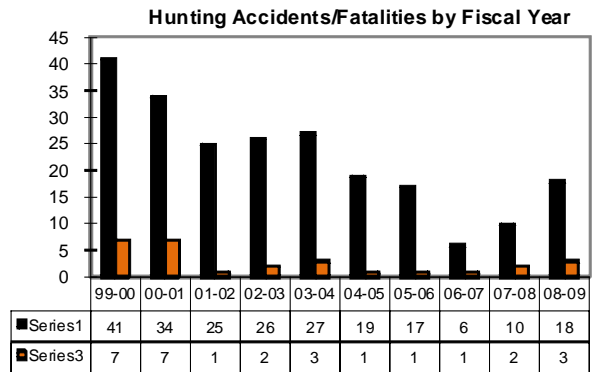
The Division entered into a year of budget cuts and downsizing. Within the past fiscal year, Division manpower was reduced by 28 officers down to 227 officers statewide. These reductions were done through retirements and resignations. These positions were left vacant and were not filled this year because of budget cuts. During this same time period, the Division experienced a 28% percent budget cut.

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

Program: Hunter Safety
Division: Law Enforcement

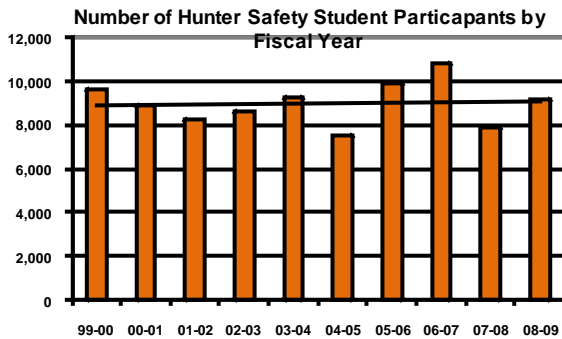
The Law Enforcement Division collects and monitors data on several key functions that relate to job performance and that constitute satisfaction. The areas that are monitored reflect areas of concern to the DNR and to the hunting public. For FY 2008-09, there were 18 hunting accidents that were reported to the Agency, 15 were non-fatal, and 3 were fatal. (See Figure 7.23)

The Hunter Education Course is mandatory for all hunters born after June 30, 1979, prior to purchasing a license to hunt. However, there are many hunters who take the course in an effort to improve their knowledge of hunting and other outdoor skills even though they are not required to attend. Many South Carolina hunters who travel out-of-state to hunt will take the course in this state in order to comply with the laws of the state in which they will be hunting.



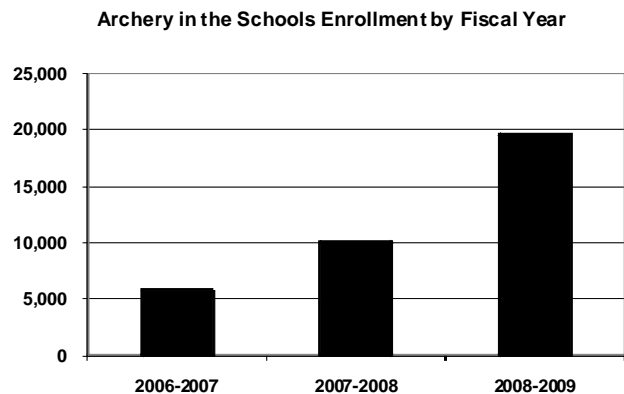
(Figure 7.23)

For FY 2008-09, the total number of student participants in the Hunter Safety Program was 9,177. This represented an increase of 16.5% from the previous year. The graph shows that the level of students participating in Hunter education has vacillated between 7,500 and 10,000 annually for the past 10 years. (See Figure 7.24) However, the safety message is being delivered effectively as the number of hunting related accidents annually remains low.



(Figure 7.24)

A new Program was introduced by the Division in FY 2006-07 called *Archery in the Schools*. This Program is an outreach effort to bring youth into hunting and shooting sports. In FY 2008-09, the Division enrolled 19,680 students in the Program, which introduces them to the sport of Junior Olympic style archery. This represented a 94% increase in student enrollment over the previous fiscal year. (See Figure 7.25) A second measure of success in the development of this Program is the addition of schools into the Program. School participation increased by 10.5% for a third year in FY 2008-09 with the number of schools increasing from 122 to 135.



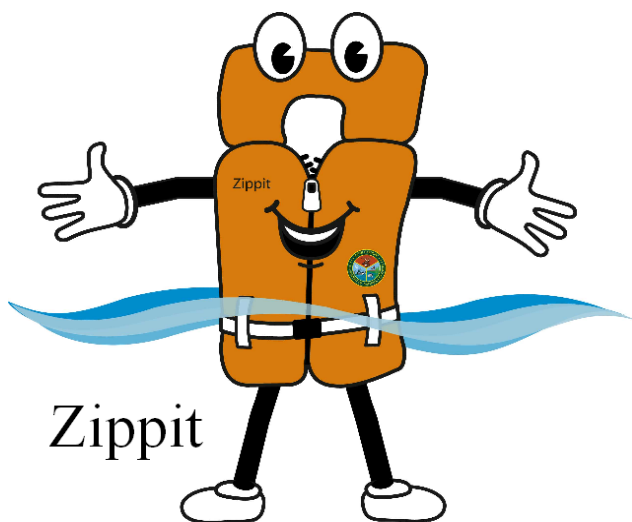
(Figure 7.25)

The Division continued the *Take One Make One program* in FY 2008-09. This Program specifically targets youth and young adults who have not experienced previous hunting activities. These youth are paired with volunteer hunt club members and private land owners who sponsor and participate in an active hunting, fishing, and shooting sports mentoring program. In FY 2008-09, the Program hosted 40 events.

The *Scholastic Clay Target Program* is a new outreach Program that was initiated by the Division during FY 2008-09. The Program is based in the public schools like the *Archery in the Schools* program. It is a competitive skeet shooting program designed to bring students into the shooting sports. During the fiscal year, 377 students participated in the *Scholastic Clay Target Program*.

Program: Boating Safety
Division: Law Enforcement

The Law Enforcement Division collects and monitors data on several key functions that relate to job performance and constituent satisfaction. The areas that are monitored reflect areas of concern to the DNR and to the boating public. To increase public awareness of the importance of wearing a Personal Flotation Device (PFD) while boating, “Zippit”, the Agency’s Boating Safety mascot, was created. (See Figure 7.26)



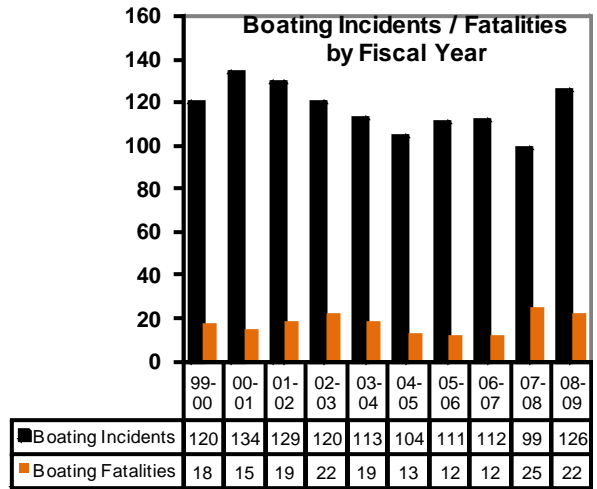
(Figure 7.26)

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

For FY 2008-09, the Division continued a joint boating safety promotion program with the Wendy’s Corporation. Youth who were checked on the waterways wearing life jackets were issued citations for “having been caught wearing a life jacket” with the reverse side of these citations being a coupon for a free frosty from a Wendy’s restaurant.

For FY 2008-09, the Division responded to 126 boating incidents and 22 boating incident fatalities. (See Figure 7.27) The number of non-fatal incidents increased from 99 the year before, while fatalities remained virtually the same with 22 this year and 25 the previous year. While the number of registered watercraft and users continues to increase, and the number of accidents and fatalities remains relatively stable, the Division strives to continually-increase the awareness of boating safety through education courses, courtesy boat safety inspections, public service announcements, and officer contact. The fact that the number of users continues to increase and incident numbers remain fairly constant is an indicator that the Division’s message is being delivered effectively.

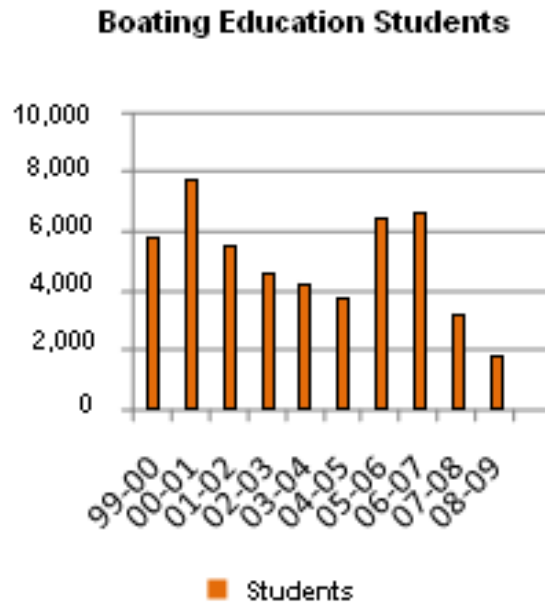
In FY 2008-09, officers conducted courtesy boat inspections during major holidays and water events and identified 524 violations that were prevented before an individual launched a vessel. This Program has become one of the more effective outreach efforts put in place by the Division. These inspections are pre-launch checks of safety equipment and registrations intended to ensure the vessel operator is legal and the watercraft is safe before going on the water. They are conducted by officers, and deputy officers, and provide another opportunity to deliver the safety message to the public. These are examples of the Division's commitment to a proactive approach to public safety and the enhancement of recreational boating activities in the state.



(Figure 7.27)

The Division continued a joint alcohol enforcement program last year with the State Highway Patrol that utilizes mobile breath alcohol-testing vans (BAT-Mobiles). The use of this tool has had a tremendous and noticeable impact on the rate and efficiency of BUI enforcement by this team. The two agencies produced a joint public service announcement describing their efforts to reduce DUI and BUI violations on the highways and waterways of the state. During FY 2008-09, the DNR's officers arrested 117 individuals for boating under the influence.

The Agency's Boater Education Course is mandatory for boaters under the age of 16 who operate a watercraft powered by a 15 horsepower or larger motor without adult supervision. There are many other boaters who take the course in an effort to improve their knowledge of boating related issues even though they are not required to attend. The Division promotes boating safety courses and allows them to be taken on-line, as home study, or in a classroom. For FY 2008-09, the total number of student participants in the DNR's Boating Safety Program was 1,816. (See Figure 7.28) This represented a 52% decrease from the previous year.



(Figure 7.28)

A good measure of constituent trends is reflected in the continued growth in the number of boats registered in the state. Growth of recreational boating in South Carolina has required the Agency to work closely with the boating industry and boating groups and associations to address specific issues and concerns. This approach has allowed the DNR to be successful in obtaining legislation and additional resources to deal with specific boating related issues and the general growth of boating activities. The partnering has also led to the development of public service announcements to address boating issues and educational tools.

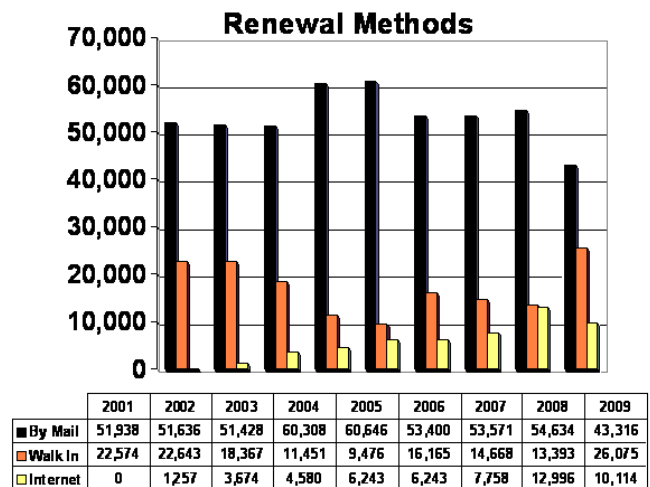
Outreach & Support Services Division

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

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

All watercraft and outboard motor titling and registration for the state is handled through the Watercraft Titling and Registration Program. For the past several years, South Carolina has ranked 4th in the nation in per capita boat ownership, a ranking which remains steady. Currently, 429,532 boats are actively registered in the state, a 1% decrease from FY 2007-08. This area remains a particular focus point for the DNR and customer service is of vital importance.

In FY 2008-09, renewals totaled 79,505. In the ever-constant quest for more convenient and efficient methods of accomplishing the task of renewing registration of watercraft, 3 methods of renewal are offered. Consumers can renew by mail, by physically coming into one of the regional offices, or electronically using the Internet. As anticipated, electronic methods are trending upward in terms of popularity. An enhanced online watercraft system offers customers the option of requesting a duplicate registration card, registration decal, or duplicate outboard motor decals from the convenience of their home. Customers are also able to view registration records online at any time of the day or night via the Internet. (See Figure 7.29)



(Figure 7.29)

The Agency continues to promote a web based feature that assists individuals preparing to buy previously owned watercraft or outboard motors that have been titled in the state. Within this system, “SC Boat Facts” allows a buyer to check the current financial lien status, the personal property tax status, and registration status of a watercraft or outboard motor. If personal property taxes are delinquent, the prospective buyer can see to which county taxes are owed.

Program: Licenses Sales
Division: Outreach & Support Services

With a volume of 840,956 licenses purchased last year - representing the Agency's front line of constituent interaction in many cases - customer service is a primary factor. A goal for this past year was

to increase licenses sales by further enhancing customer service and making the purchase of hunting and fishing licenses more convenient. The annual multi-purpose mailer distributed in May was enhanced this year. Direct mailers were sent to 236,645 customers allowing them to purchase licenses, permits, and tags through the mail or the Internet. Approximately 55,150 postcards were sent to customers that have exclusively used the Internet for license purchases. E-mails were sent to 69,954 customers linking them directly to the on-line licensing system. These multiple approaches were utilized to encourage customers to use the Agency's website in order to purchase hunting or fishing licenses, antlerless deer tags, shrimp baiting licenses, and non-game fish tags. Postcards and emails were customized for hunters, anglers, or a combination determined by what the customer had purchased the previous license year. License orders were processed and returned to the customers, saving the time and expense of a trip to their local license vendor, and allowing the Agency to maintain a more accurate customer database. For the past 5 years, the response rate has held at around 11%. Since FY 1999-2000, license sales have also been available by phone.

The Agency completed the conversion of the remaining paper-based (handwritten) license agents to the electronic point of sale (POS) license system. This system allows vendors to print licenses for the customer at the point of sale and makes the data instantly available to the Agency. Customers that lose their license can now purchase a duplicate license from any license vendor statewide. All license agents now electronically remit fees twice a month. Additional opportunities to streamline processes and enhance license offerings to the public are also being considered.

Program: Boater Access

Division: Outreach & Support Services

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

During FY 2008-09, the Engineering Section completed 16 projects related to boating access. These projects included repairs to existing facilities, complete renovations to existing facilities, as well as new construction of ramps and docks. The total cost of all of these projects was \$1.3 million. In addition to this work, the Engineering Section has worked with various Divisions within the Agency on facilities repairs and construction including the selection of a Design/Build contractor and award of a multi-million dollar repair contract for the Marine Resources Research Institute lab and classroom building at the Fort Johnson complex; the selection of a Design/Build contractor and award of a several million dollar construction contract for the Region 2 Hub Office in Florence; repairs and renovations to the labs and offices at Waddell Center; repairs at Blake House at Santee Coastal Preserve; and, Direlton House at Samworth WMA.

Program: Education Program

Division: Outreach & Support Services

The Education Program operates by implementing, evaluating, and updating the Agency's Outreach and Education plan. The purpose of the DNR's outreach and education plan is to strategically use outreach,

communications, and education to help reach the overall mission, vision, goals, and objectives identified in the Agency's Strategic Plan.

During FY 2008-09, the Education Program instituted an Operational Plan which outlined goals, measurable objectives, strategies, timelines, budgets, and evaluation. This plan specifically identified how outreach and education would help address goals listed in the Agency's Strategic Plan.

The Program's Operational Plan goals are:

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

To address these low percentages, the Program continued its efforts to brand the Agency by making sure all outreach materials have a similar agency look and key messages. Unfortunately, the DNR did not have the funding to conduct another public opinion poll to determine the effectiveness of the awareness campaign. As funding becomes available, the Agency will conduct the public opinion survey again to determine if the awareness campaign is having an impact.

The DNR has also continued to monitor website traffic which steadily increased this past fiscal year.

- Increase Agency funding (This Goal aligns with Strategic Plan, Goal #2: Improve the general operation of the Agency) – As was identified within Section I, the key challenge for the DNR will be to continue its mission in an environment of reduced funding. As such, through its Operational Plan, the Program will seek additional funding from various sources during FY 2009-10. During FY 2008-09, the DNR implemented outreach strategies to increase Agency funding. The first outreach strategy was to increase hunting participation. The DNR received a grant from the National Shooting Sports Foundation to implement an integrated outreach effort to encourage lapsed hunters to buy a license. Out of the lapsed hunters targeted, 10% purchased a license. The second strategy was an integrated outreach effort to increase fishing participation. The Recreational Boating and Fishing Foundation gave the DNR a grant to implement outreach strategies to encourage lapsed anglers to purchase a license. Out of the 65,500 lapsed anglers targeted, 13% purchased a license. (A lapsed hunter or angler is a person who purchased hunting or fishing privileges in FY 2006-07, but not in FY 2007-08. The outreach efforts goal was to encourage these hunters and anglers to purchase in FY 2008-09)
- Improve South Carolinians' understanding of the value of natural resources to their quality of life and increase South Carolinians' adoption of behaviors that help to conserve natural resources (This Goal aligns with Strategic Plan: Goal #1 Enhance the effectiveness of the Agency in addressing natural resources; and Goal #2: Improve the general operation of the Agency) - Currently, the DNR has over 30 conservation education programs. These programs are conducted through numerous divisions with different staff members being tasked with their implementation. Many of these programs were in place prior to the 1993 merger and some may need to be enhanced to meet the expanded Agency mission.

At this time, all Agency conservation education programs have been inventoried and program coordinators have developed goals and objectives for each. The DNR has also inventoried staff and budget allocated to each program. The last step in the evaluation process is for the Agency to survey program participants to see if goals and objectives are being met. In addition, the DNR will assess all

programs to determine if there is duplicity. If there is duplicity, programs will be merged. The education programs that are not reaching goals and objectives will be improved so that each program helps the Agency implement its mission. The DNR has also created a form for every conservation education program participant to fill out to give the Agency contact information. As the Agency continues to collect contact information, it will be able to continue to evaluate the effectiveness of the education programs.

In FY 2008-09, the DNR partnered with the South Carolina Department of Education and select public school districts to pilot an innovative program called “*Natural Resource Schools: Education’s Better Outdoors*”. In addition to improving attitudes and behaviors towards natural resources, fish, wildlife, outdoor activities, and conservation, this program seeks to integrate fish, wildlife, natural resources, outdoor skills, and conservation education into all aspects of the classroom to improve student achievement, behavior, critical thinking skills, and an ability to problem solve. At participating schools, natural resources, conservation, and outdoor skills are incorporated into all areas of the schools, including classroom instruction, extended-day activities, field investigations, service projects, and end-of-the-year culminating experiences. This innovative program was piloted at Palmetto Middle School in Anderson County last fiscal year and will be expanded to Rice Creek Elementary and McCracken Junior High in FY 2009-10. As positive results are achieved, Natural Resource Schools will be implemented statewide as a public school choice option. Students and parents statewide will have the choice to attend a school that offers fish, wildlife, and natural resource-themed activities throughout all areas of the school. Currently, Palmetto Middle Students are being evaluated to determine if program goals are being achieved.

Program: Technology Development Program
Division: Outreach & Support Services

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

(1) Development and maintenance of a technological infrastructure

The primary focus of the Program’s first objective during FY 2008-09 was to improve the Agency’s computing environment. During the past year, the following results were achieved for this objective:

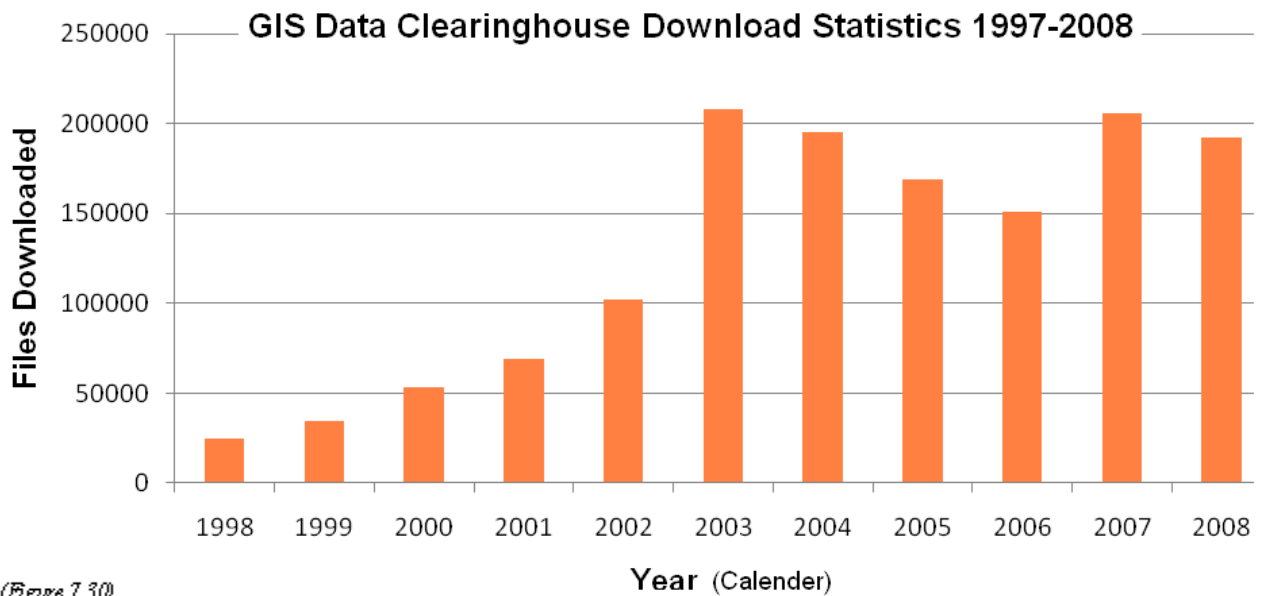
- Upgraded computer room environmental and electrical systems. All computers and HVAC units were connected to the building generator power in order to provide backup power in emergencies. A new power efficient air conditioning unit, designed specifically for computer rooms, was installed and the building air conditioning was discontinued to the computer room. All modifications were designed to provide continuous operation during emergencies and to provide more efficient use of power and air conditioning systems.
- Replaced end-of-life servers and SAN & NAS disk storage devices with newer models that provide more storage capacity and computing power and are more energy efficient.

- Virtualized 23 of 35 servers into 3 physical servers. Prior to this project, the Agency operated 35 independent servers for various administrative, database management, and mapping and scientific applications. Using virtualization technology that allows multiple virtual servers to run on fewer physical devices, the Agency reduced the number of physical devices requiring maintenance and staff operation by 20 servers. The virtualization computing environment saves money and also provides enhanced computing potential by utilizing load balancing and fail over operations in case of a hardware component failure.
- Answered more than 6,800 requests for help desk, web (Internet and Intranet), mainframe programming, and spatial analysis support.
- Upgraded the network and e-mail firewall to provide enhanced security and to reduce spam and phishing e-mail attacks. Upgraded both the network antivirus protection and client backup systems to provide enhanced system integrity and security protocols and data and file recovery capabilities.
- Upgraded Geographic Information System (GIS) software to replace single-use licenses with concurrent use licensing. This allows more Agency staff access to GIS capabilities but reduces the number of licenses required by providing a shared license capability.
- Upgraded agency Global Positioning System (GPS) units to provide more accurate data location/positioning capabilities for use with the Agency GIS and to interface with the Virtual Referencing System developed by the SC Geodetic Survey.
- Transitioned Agency financial systems to SC Enterprise Information System (SCEIS). Installed additional monitors and scanners to support financial records management.
- Increased network bandwidth at Dennis Building to improve SCEIS application performance.

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

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

- Due to loss of key personnel from July 1, 2008 through April 2, 2009, the Agency was forced to suspend the migration of the DNR's boat registration and hunting/fishing licensing programs to a web-based Oracle solution. (Also links to the Program's objective #3). The Program continued to support and enhance existing on-line boat registration renewals and various licensing and permitting applications.
- Provided at no cost to other state and federal agencies, local governments, and the public, non-sensitive spatial data maintained at the DNR through the SC DNR GIS Data Clearinghouse. This system provides substantial database development, processing, and file transfer cost savings. The clearinghouse, which has operated since 1997, has had a substantial annual increase in GIS data downloaded via the web with 192,308 data files downloaded during 2008 (See Figure 7.30).



- Continued the integration of Agency natural resources and managed lands data into a comprehensive Oracle database. Previously, this data resided in several hundred disparate PC-based and mainframe databases. This data is being integrated into a common data framework and web-based editing and access tools are being developed to query, retrieve, and analyze the data.
- Completed the acquisition and processing of high-resolution elevation data using Light Detection and Ranging (LiDAR) technologies for 16 counties of South Carolina and initiated a data acquisition project for 5 additional counties focusing on coastal environments. This data provides elevation data sets with 9 - 11 centimeter vertical accuracy whereas previous data developed in the 1970s was only accurate to 7 meters.

(3) Development, maintenance, and integration of complex spatial and statistical analyses, applications programming, cartographic, and multimedia

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

- Transitioned data from the Agency's legacy financial system to the SC Enterprise Information System (SCEIS) and went live with general ledger, procurement, and other financial functions. Worked with SCEIS staff to resolve Agency specific functions and operational issues not provided by the software but that is critical for grants management and other federal reporting requirements.
- Expanded the electronic document management system capabilities beyond the boat titling and registration program to include Hydrologic well data records, hunting and fishing licensing, fisheries, and Marine Theft Investigations.
- Completed a backfile records conversion project to scan and index 6 million boat titling and registration records for inclusion in the electronic document management system.
- Enhanced the Law Enforcement Hunter-Boater Education system to include a standard and ad hoc query and reporting system and developed a data import system to incorporate electronic class

records from other testing facilities across the US and Canada. (Also links to the Program's objectives #2 and #5)

- Completed web-based data input, editing, and analysis programs to manage and analyze freshwater fisheries data from various stream assessment surveys across the state. This project integrated more than 100 PC-based databases into a common Oracle framework and provides web-based tools that allow regional fisheries managers to update and analyze data from all regions as well as those that they recorded.
- Developed and implemented an on-line alligator hunt draw registration system to support newly enacted legislation that allows limited hunting of alligators on selected Agency lands. The system creates a database of customer preferences and a randomized customer selection process within each preference zone.
- Completed the classification of statewide land cover from 2003 Landsat Thematic Mapper satellite imagery. This project is a component of the Technology Program mission to document trends in land cover change and determine impacts to critical habitats. Land cover classifications have been completed on approximately 5 year periods from 1983 to 2003. Classification was initiated on 2008 imagery that will be completed during FY 2009-10.

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

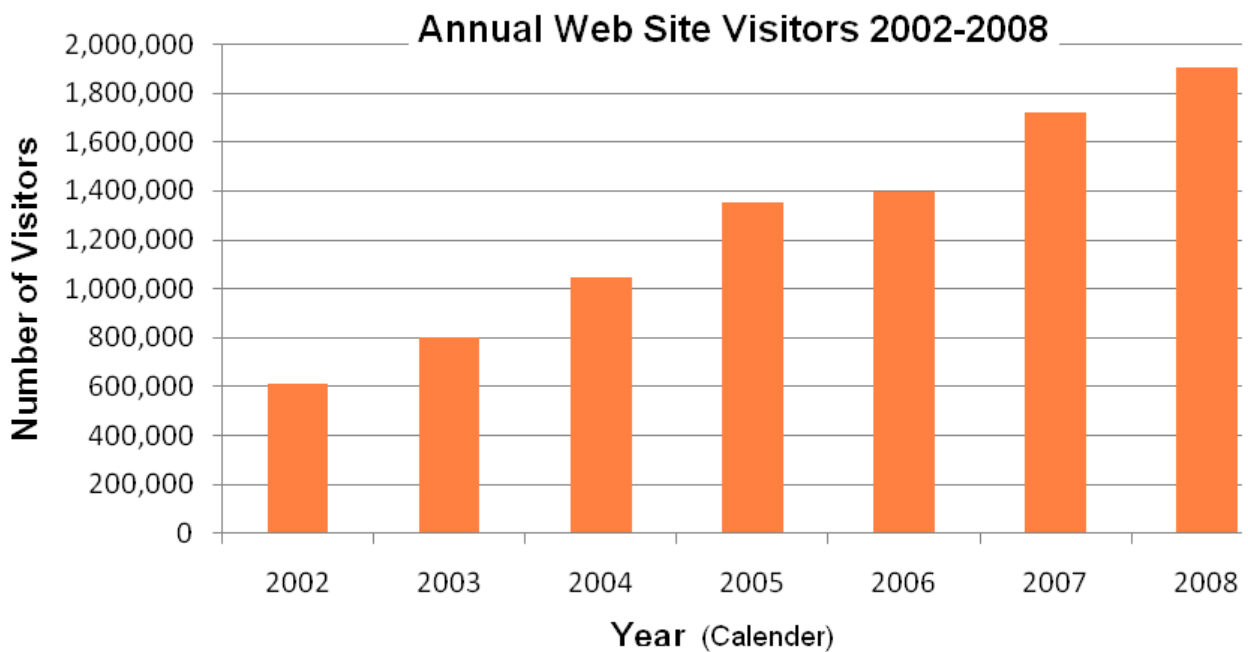
During the past year, the following results was achieved pertaining to the Program's fourth objective, to develop and implement short and long- range system design while establishing standards and procedures for information management:

- Revised Agency technology procurement policy to incorporate new rules related to use of the State Procurement Cards.
- Revised and published computer and network access and password policy to comply with Division of State Information Technology (DSIT) information security policies approved by the Information Technology Solutions Committee.
- Developed the DNR's policy on laptop use and security to protect Agency data and information and establish appropriate computer use protocols.
- Program Director served on the Information Technology Solutions Committee (ITSC) to establish state agency information technology standards, policies, and procedures.
- Program Director chaired the Business Intelligence and GIS subcommittee of the Agency Director's Technology Advisory Committee (ADTAC) to develop long-term State Strategic IT Plan.
- Worked with USGS Liaison to South Carolina to establish the SC LiDAR Consortium to create data acquisition and processing standards for developing high resolution elevation data for the state. Also worked with State Engineer's Office to establish a 5 year contract for LiDAR acquisition, processing, and quality assurance/quality control.

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

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

- Initiated installation and configuration of a Universal Content Management System to standardize the Agency web site look and feel, navigability, and operation. This system, when fully operational, will provide tools for program staff to maintain and enhance information content related to their program without direct intervention of the Agency's webmaster.
- Developed a web-based managed lands application that allows the public to access information and maps related to Heritage Trust and Wildlife Management Area properties owned or managed by the DNR. Users can use search capabilities to identify the recreational uses allowed on these lands as well as information on operation hours, contacts, and special events. On-line maps and aerial photographs provide directions and an overview of the property landscape.
- Continued to use the Internet and web-based technologies to keep citizens informed of natural resources issues and to provide information of a public concern or of a scientific and technical nature to its various constituencies. The number of unique users of the DNR web site has more than tripled since 2003. (See Figure 7.31)

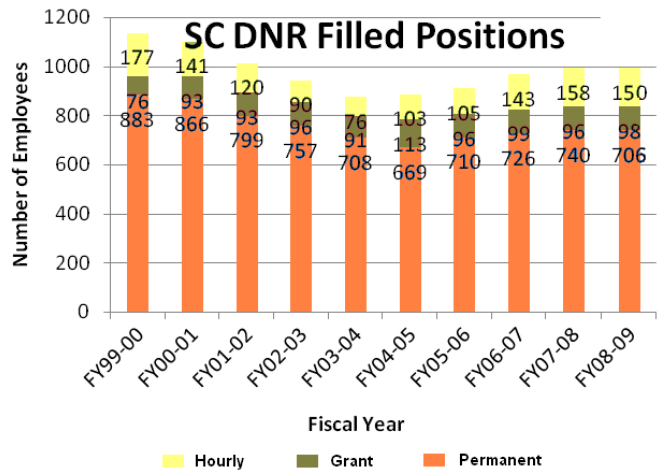


(Figure 7.31)

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

Human Resources

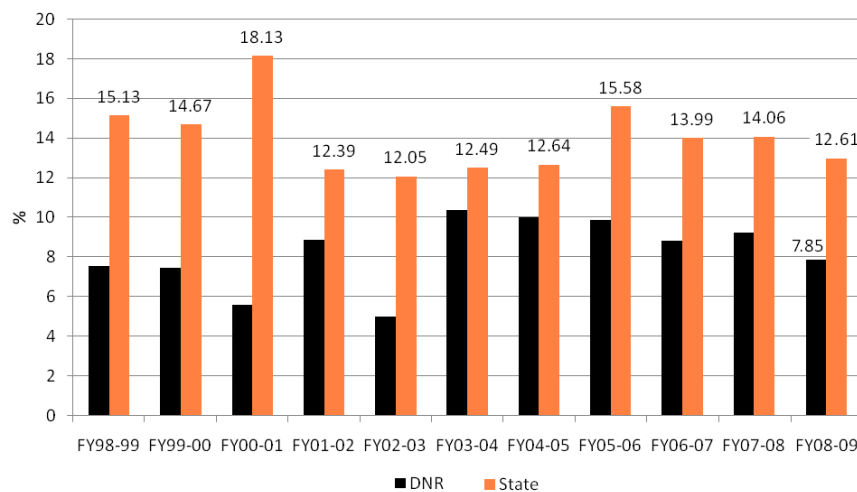
Trend data regarding the number of filled positions is displayed in Figure 7.32. Before the economic downturn of the early 2000’s, the Agency had 883 filled permanent positions and 177 hourly filled positions. As the state entered into a period of severe budget cuts, the Agency’s total workforce declined drastically creating an environment of increased work with little to no increases in pay. With these conditions, the DNR’s permanent filled positions continued a downward spiral through FY 2004-05. To mitigate these losses, the Director initiated a funding and managerial policy of ensuring that critical positions were filled first. This policy began to turn around the permanent losses in FY 2005-06.



(Figure 7.32)

Historically, the DNR’s turnover rate (See Figure 7.33) has been lower than that of state government’s overall turnover rate. However, the gap between the state turnover rate and the Agency’s is closing. This increase in turnover is attributed to previous budgets reductions and the Agency’s current inability to increase salaries to levels comparable with the private/other governmental sectors.

DNR Turnover Rate Compared with State



(Figure 7.33)

**South Carolina Department
of Natural Resources**

