



Fiscal Year 2013-14 Accountability Report

SUBMISSION FORM

AGENCY MISSION

The South Carolina Department of Natural Resources' stated purpose is to serve as the principal advocate for, and steward of, South Carolina's natural resources. During FY 2013-14, the South Carolina Department of Natural Resources ("the SCDNR", the "Agency") operated its programs based upon the SCDNR Board's Strategic Plan entitled "*South Carolina Department of Natural Resources Vision for the Future*". The SCDNR accomplishes its mission based upon an agenda that encompasses these values:

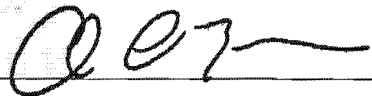
1. **Teamwork** – The Agency will accomplish its mission and achieve its vision through goal-focused, cooperative efforts that rely on effective internal and external communication and partnering;
2. **Integrity** – The Agency will lead by example, ensuring that its standards are high, and its actions 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.

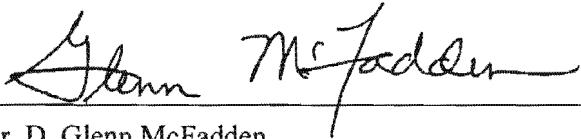
Please identify your agency's preferred contacts for this year's accountability report.

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I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY NAME:	South Carolina Department of Natural Resources		
AGENCY CODE:	P24	SECTION:	047

AGENCY DIRECTOR (SIGN/DATE):			
(TYPE/PRINT NAME):	Mr. Alvin A. Taylor		

BOARD/CMSN CHAIR (SIGN/DATE):			
(TYPE/PRINT NAME):	Mr. D. Glenn McFadden		

AGENCY'S DISCUSSION AND ANALYSIS

(1) The SCDNR's main service and the primary method by which it is delivered

The main service of the SCDNR 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 activity 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
937,099	Resident & Non-Resident licenses and permits purchased last year
460,300	Records submitted annually to county treasurers for tax purposes
364,172	Owners of actively registered boats
230,000	State jobs linked to SC's natural resources (1 out of every 8 jobs in the state)
61,374	Individuals that participated in the Individual Antlerless Deer Tag Program
36,000	Subscribers to the <i>S.C. Wildlife</i> magazine
35,130	Individuals that participated in Camp Wildwood and, the Palmetto Sportsman's Classic.
27,000	Individuals that participated in the <i>Archery in the Schools</i> Program
15,141	Individuals that participated in hunter education programs
5,253	Individuals that participated in Beach Sweep/River Sweep cleanup activities
4,162	Individuals that participated in boater safety programs
1,601	Landowners that participated in the Antlerless Deer Quota Program
229	Community leaders and citizens that were provided flood mitigation technical assistance
198	Individual requests for hydrological technical assistance

(2) The SCDNR'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 SCDNR 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: (i) commercial fishermen and trappers; (ii) landowners participating in Agency land and species management programs; (iii) educational institutions

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and their students, teachers, and staffs; (iv) operators of private and corporate watercraft; (v) development interests needing land and water scientific data in order to plan, locate, and build facilities and infrastructure; and, (vi) 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 SCDNR 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 SCDNR’s key stakeholder groups (other than customers)

The SCDNR’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 SCDNR. Within Chart 2 below are examples of such organizations.

The SCDNR’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 * - 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 - Pure Fishing <p><u>Saltwater Fishing:</u></p> <ul style="list-style-type: none"> - Hilton Head Reef Foundation * - S.C. Seafood Alliance * - S.C. Marina Association - S.C. Shellfish Growers Association - S.C. Shrimper’s 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 Environ. Foundation * - Edisto Island Preservation Alliance * - Donnelly Foundation * - Ashley-Cooper Stormwater Education Consortium - Noisette Project - Lowcountry Open Land Trust - Carolina Clear - Focus Groups - Palmetto Conserv. Foundation * - The Conservation Fund * - The Land Trust Alliance * - North Inlet – Winyah Bay NERR * - 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 	<ul style="list-style-type: none"> - S.C. Conservation Bank * - S.C. Emergency Preparedness Division - ACE Basin National Wildlife Refuge * - S.C. Parks, Recreation & Tourism * - 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

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<p>* Denotes entities that the SCDNR has partnered with.</p>	<ul style="list-style-type: none"> - Teacher Environmental Network * - Coastal Conservation League <li style="padding-left: 20px;">S.C. Coastal Information Network * - S.C. Forest Watch - Safari Club International 	<ul style="list-style-type: none"> - International Paper
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(4) The SCDNR's key suppliers & partners

The Agency has a diversity of suppliers that provide input for its operations. This has evolved as the SCDNR 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; S.C. 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 SCDNR are timber companies; U.S. Forest Service and other state and federal agencies and private individuals in the 1.0 million acre Wildlife Management Area Program; federal grant agencies that provide funding for marine resources research and monitoring projects; environmental permit applicants related to commercial and residential development; 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 SCDNR has developed partnerships with several institutions of higher education and with organizations denoted with asterisks in Chart 2.

(5) The SCDNR'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 & Bonneau (Dennis Center)
Major Operational Locations	
Rembert Dennis Building (Columbia)	
5 Geology Road (Columbia)	Wildlife Management Area Offices
Dennis Wildlife Center (Bonneau)	Yawkey Wildlife Center, Samworth, and Santee Delta (Georgetown)

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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,	

(6) The SCDNR's employees

Department of Natural Resources Employee Count		
Permanent	650
Grant	123
Temporary	166
Total	...	939

(7) The SCDNR's regulatory environment

The SCDNR 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 SCDNR 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 SCDNR's performance improvement system(s)

The SCDNR maximizes the use of the Employee Performance Management System (EPMS) to address performance improvement. Job duties with job performance expectations are communicated to the employee. This document also includes behavioral characteristics as well as training initiatives. Employees receive informal feedback regarding their performance throughout the year. Performance

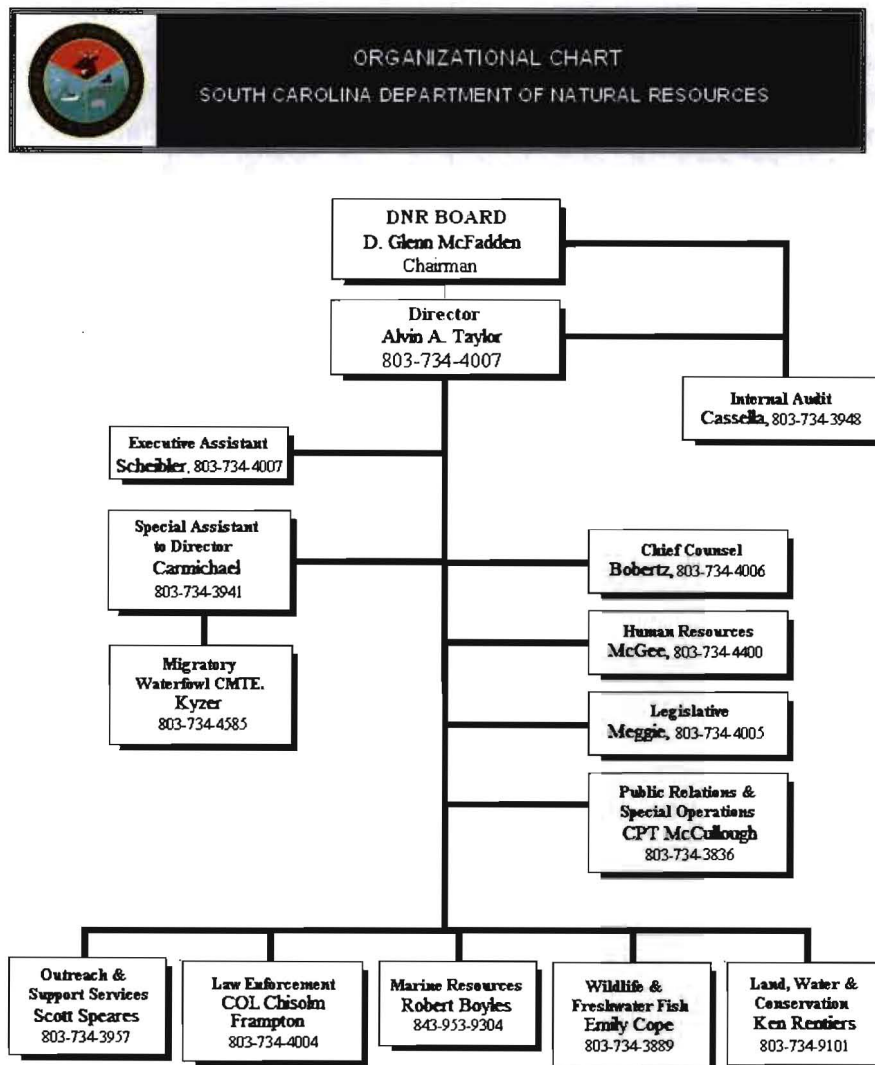
evaluations are administrated using a universal review date. The performance evaluation is the final phase of the feedback loop and ultimately becomes a feedback mechanism to enable performance improvements.

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

- The Strategic Planning Process;
- “Regional Hub” coordination of Agency programs and activities **;
- The SCDNR’s Internal Auditor; 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.)

(9) The SCDNR’s organizational structure



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(10) The SCDNR's key strategic challenges

- **Rebuilding critical areas within the Agency after severe budget reductions.** With a somewhat improved economic outlook, the SCDNR has the opportunity to provide much needed resources to high interest areas within the Agency. The SCDNR is excited to be in a position to rebuild critical areas needed to maintain and protect the natural resources. Balancing growth in an environment of limited resources is a positive challenge and one that the SCDNR is looking forward to.
- **Continuing long-term economic uncertainty facing South Carolina and the nation.** While the economic outlook has recently improved, there can be little doubt about the long-term uncertainty of the economy.
- **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 an earlier 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 SCDNR made progress after FY 2003-04 toward regaining a portion of the funds lost during this period (though much of the funding received was for critical infrastructure needs from non-recurring sources), the impact of these earlier reductions cannot be minimized. And particularly, when considering the lingering economic uncertainty.
- **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.
- **Identifying and coping with large swings in annual weather patterns.** Over the last several years, the state has endured the wettest summer on record, many record or near record high daily temperatures, and winters that are well above or well below average. It appears that environmental extremes are becoming the norm. These extremes could have serious impacts on natural resources such as a major die off of oysters in Beaufort County, flushing of fish from St. Helena Sound, and the killing of overwintering spotted sea trout and white shrimp in coastal waters. There are also likely many unknown impacts to the state's wildlife species and their habitats.
- **Replacement or Major Renewal of Marine Infrastructure.** Two of the three ocean-going marine vessels are over 30 years old and will require considerable repair in the near future including replacement of engines. Associated with these vessels is the 40-year old boat slip which is in need of repair to deteriorating sea walls, docks, lifts, and water/power lines. In addition, the 35-year old building housing the Center for Coastal Environmental Health and Biomolecular Research, a NOAA

laboratory that is leased from the state, is in serious need of renovation. These collective needs are required to ensure the safety of staff and to accomplish the mission of the Marine Resources Division.

- **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 have come at a more inappropriate time considering the ongoing issues related to water resources: (1) low lake levels in the Savannah River Basin that has caught the attention of both South Carolina and Georgia residents; (2) recent court decisions that make it more likely that Atlanta will be looking to the Savannah lakes as a primary source of water; (3) the state of Georgia’s initiation of a multi-year comprehensive state water planning process; (4) the SC General Assembly’s consideration of a new Surface Water Withdrawal Permitting Program; and, (5) 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 some drought improvements over the past two years, 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, coyotes, wild hogs, 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.

(11) The SCDNR’s major achievements from prior year

The SCDNR implemented the Strategic Plan’s primary goals and strategies to accomplish significant results and achievements over the past year. By Agency Division, major achievements during FY 2013-14 included the following:

Wildlife & Freshwater Fisheries (WFF):

WFF FY 2012-13 Budget Expenditures (TF)	WFF FY 2013-14 Budget Expenditures (TF)	% Increase / (Decrease)
\$17,814,432	\$19,759,696	10.92%

- Provided quality public outdoor recreation opportunities on more than 1.0 million acres of land in the Wildlife Management Area (WMA) program.
- Through the Draw Hunt Program, conducted more than 171 separate hunts for deer, turkey, waterfowl, and quail with 3,187 participants.
- Provided special hunting opportunities for over 789 youth and over 141 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 properties for habitat protection and public recreation in Aiken, Charleston, Lancaster, and Pickens counties.
- Surveyed and inventoried approximately 52 lakes, reservoirs, rivers, and streams.
- Produced over 9.6 million fish of 15 different species for stocking in public waters.
- Provided passage of American shad, blueback herring, and other anadromous species at the Pinopolis Dam and at the St. Stephens Fish Lift.

Marine Resources (MRD):

MRD FY 2012-13 Budget Expenditures (TF)	MRD FY 2013-14 Budget Expenditures (TF)	% Increase / (Decrease)
\$11,779,341	\$13,807,231	17.22%

- Planted 100,701 bushels of oyster shell and collected 24,552 bushels of oyster shell for recycling.
- Stocked fish into multiple South Carolina estuaries through finfish research program: 1,365,481 2-inch red drum, 103,000 2-inch and 16,000 8-inch striped bass, and 236,000 spotted sea trout.
- Completed 18 artificial reef construction projects on 13 separate reef sites, consisting of 60 armored personnel carriers, 5 barges ranging in length from 50 to 260 feet, 3 steel hulled boats ranging from 24 to 65 feet, 270 concrete culvert pipes, and 90 concrete cones and boxes.
- Facilitated funding support for 41 projects at SC marinas through the Boating Infrastructure Grant and Clean Vessel Act.
- Conducted 570 outreach events that provided information to thousands of people.
- Distributed 219,600 copies of outreach materials to 22 coastal vendors.
- Completed Phase I of a repair and maintenance project at Waddell Mariculture Center, including the replacement of 3 roofs.

- Conducted the first two-day Marine Resources Division conference on Management, Research, and Coastal Reserves (120 attended).
- Organized and conducted a successful multi-state conference on the status of coastal shrimp and crab resources.
- Developed the first hatchery for the Diamondback Terrapin in South Carolina – producing 500 hatchlings that will be used to bolster the declining natural population.
- Developed a molecular tool for detecting and quantifying free-floating eggs of red drum; thus, providing a new and quick tool for monitoring spawning activity.
- Completed needed repair and maintenance projects at Ft. Johnson, including the upgrade of burner assemblies on 4 boilers, the upgrade of an HVAC system, and the replacement of old exterior security lamps – each of these improvements provides significant energy savings.
- Worked with the General Assembly to establish the first bag limits for 3 coastal fish: spot, croaker, and whiting.
- Worked with Beaufort County, USC-Beaufort, the Town of Bluffton, and the NOAA to identify which Beaufort County estuarine watersheds are most sensitive to stormwater runoff.
- Protected more than 1,200 linear feet of shoreline with the construction of intertidal oyster reefs using a combination of concrete oyster castles and re-purposed crab traps, with the help and assistance of community volunteers and stakeholders.

Land, Water & Conservation (LWC):

LWC FY 2012-13 Budget Expenditures (TF)	LWC FY 2013-14 Budget Expenditures (TF)	% Increase / (Decrease)
\$7,531,472	\$7,173,174	(4.76%)

- Maintained accurate GIS records of ANS treatment areas by acreage.
- Coordinated Aquatic Invasive Species prevention and management with border states and Santee Cooper.
- Prepared, published, and disseminated climatic information for those whose activities are related to the welfare of the state, and are affected by climate and weather.
- Assisted state and federal agencies in data acquisition and interpretation before, during, and after periods of severe weather.
- Provided technical assistance to the public in conjunction with the 46 Conservation Districts and the USDA-Natural Resources Conservation Service.
- Provided financial and staff assistance to the 46 Conservation Districts.
- Provided workshops, participated in other Agency workshops, and provided outreach material regarding Elevation certificates, the Biggert-Waters Flood Insurance Reform Act of 2012, and, the Homeowners Flood Insurance Affordability Act of 2014.
- Secured additional Flood Mitigation funding (which will be utilized to offset the state’s flood risks) - which increased from \$927,500 in FY 2013 to \$1,585,000 in FY 2014.
- Analyzed three temporal shorelines in a 300-square mile area for shoreline changes, along the coast from Rockville to Edisto.

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- Mapped six maps in the Coastal Plain, and, released 40 open-file maps to the public.
- Hired an additional archaeologist and upgraded field equipment which will assist in better understanding the Agency’s cultural resource risks, assets, and costs.
- Initiated projects to improve access and better parking at the Fort Frederick Heritage Preserve and Poinsett Bridge Heritage Preserve.
- Developed, approved, and released Surface Water Modeling RFP.
- Developed three water monitoring cluster sites in the Coastal Plain, including Calhoun, Charleston, and Lee Counties.
- Added 20 wells to the groundwater-level monitoring network.
- Provided technical assistance to the public and partners through river conservation projects in 25 counties.

Law Enforcement (LE):

LE FY 2012-13 Budget Expenditures (TF)	LE FY 2013-14 Budget Expenditures (TF)	% Increase / (Decrease)
\$17,807,234	\$19,336,468	8.59%

- Hired 18 new officers. The addition of this class brought the Agency up to 246 officers.
- Restructured regional field operations. During FY 2013-14, all 4 LE regions were provided with an additional Lieutenant position to share operational responsibilities. Four new units were created from the existing structure and new field supervisory first sergeants were added to supervise those units. These changes increased the efficiency of response to calls and the delivery of services to landowners while providing additional opportunities for advancement within the Division.
- Implemented additional organizational restructuring of several sections within the Division that included: Training; Emergency Management; and, Hunter/Boater Education
 - Training was reorganized with the addition of 2 new first sergeants. This allowed the training Lt. to direct operations while delegating hands-on training to the sergeants in their respective regions. This reorganization created additional support and a commitment to regional based training initiatives that were created in previous years;
 - Emergency Management staff operations created a Lieutenant’s position as part of an overall reorganization and commitment to emergency response duties. This Lt. is responsible for direct emergency operations for the Division. This Lt. is also responsible for the development and implementation of all emergency plans during natural and man-made disasters and for making sure that uniformed personnel are properly trained and equipped for emergency operations deployment; and,
 - Hunter/Boater Education underwent additional structural improvement this past year with the promotion of a Captain and the addition of a Lieutenant to supervise the additional Education structure. These additions ensure that the Agency will be able to manage the growing demand for Education and Outreach programs.
- Received Boat Operations and Training accreditation from the National Association of State Boating Law Administrators. This program is recognized by the United States Coast Guard (USCG) as the national standard in training and certification related to boat operations, training, and officer qualifications.
- Initiated “seated field sobriety testing” for all Division officers. This training will enhance efforts in the enforcement of boating under the influence. These tests are the most recent and are certified by the National Association of State Boating Law Administrators.

- Initiated the first of its' kind, Interstate Boating Violators Compact with the State of Georgia. Both states worked closely together to accomplish this and with their respective legislatures, had the necessary compact laws passed. Both South Carolina and Georgia plan to solicit other states at the regional and national level to join in the coming years. As a compact, South Carolina and Georgia agree to treat non-residents from member states as if they were residents for purposes of boating violations. Both states will now recognize boating suspensions enacted by the other state.
- Continued the process of enhancing Division response times to critical incidents in Charleston Harbor by building a secure boat storage facility at Fort Johnson, thereby, allowing officers to quickly launch and deploy waterborne assets. Officers spent over 4,491 hours on homeland security missions during FY 2013-14. The Agency undertook efforts last fiscal year to enhance the working relationships with the USCG as part of the change of USCG command in Charleston with the appointment of a new Captain of the Port.
- Continued working toward the development of a fully integrated computer platform – as well as other technological enhancements - for law enforcement operations. Toward this end, the Division is in the process of converting the law enforcement records system – which includes summons tickets, warning tickets, and activity reports - to an Oracle platform.
- Initiated the purchase of a new training computer program to advance training efficiency. The program will be used to track annual officer training requirements and proficiency, as well as scheduling multiple training missions and storage of historical training data.
- Continued joint partnerships with other agencies and entities working in pursuit of common goals. These partnerships included:
 - The cooperative efforts with the SC Department of Public Safety on BUI and DUI enforcement with the “100 Deadliest Days of Summer” campaign. The Agency’s increased enforcement efforts and a public information blitz were the primary focal points of this past year’s campaign which began on Memorial Day and ran throughout the summer;
 - The working relationship with the State Law Enforcement Division on sensitive nuclear shipments, security details, gubernatorial protection, and other homeland security measures. Also, the working relationship with local law enforcement and fire agencies in the use of aircraft and officers for man hunts, and search and rescue of missing, lost, and stranded persons;
 - The Joint Enforcement Agreement contract with the National Oceanic and Atmospheric Administration and the National Marine Fisheries service to work federal coastal fisheries enforcement, which entails the provision of revenue to the state in return for enforcement services for the federal agencies;
 - The cooperative relationship with the United States Coast Guard on recreational boating safety through the administration of the State Recreational Boating Safety grant, wherein the state provides boating safety instruction, law enforcement, and titling and registration in exchange for grant dollars to implement these programs for the federal government;
 - The cooperative relationship with the United States Coast Guard Auxiliary through the “Boating Safety Partnership”, a joint program designed to provide the efficient delivery of boating safety classes and boating safety information to students and boaters in South Carolina;
 - The ongoing relationships with the United States Coast Guard, Homeland Security, and other state and federal agencies on consolidated efforts to enhance security for the commercial shipping ports in South Carolina; and,
 - The outreach programs as part of an attempt to reach young sportsmen across the state. Three of the most popular programs in this arena are National Archery in the Schools; Take One Make One; and, Scholastic Clay Targets. These programs continue to grow in popularity with increased student participation.

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Outreach & Support Services (OSS) & Executive Office:

OSS FY 2012-13 Budget Expenditures (TF)	OSS FY 2013-14 Budget Expenditures (TF)	% Increase / (Decrease)
\$6,853,816	\$5,001,928	(21.28%)

- Continued the Agency’s public awareness campaign to inform the public about the services the DNR provides South Carolinians.
- Renewed the registrations of 130,488 watercraft. This was accomplished through three different renewing methodologies: 41,687 by mail; 78,734 by walk-in; and, 10,067 by the internet.
- Oversaw the purchasing of 937,099 hunting and fishing licenses, representing a value of \$14,854,492.
- Reached out to 130 people through Camp Wildwood.
- Developed an 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 ramp availability, etc.)
- Distributed 31,250 multi-purpose mailers to customers allowing them to purchase licenses, permits, and tags through the mail or the Internet.
- Continued the development, refinement, and implementation of the Agency’s website. Among the most accessed pages were the rules and regulations, trout book, saltwater fishing, WMA maps, flood and risk maps, the SCDNR calendar, migratory birds, and the PeeDee trail guide. During FY 2013-14, 4,409,430 visitors accessed the Agency’s website.
- Continued the development of high resolution elevation data from LiDAR technologies to support scientific, engineering, and natural resources management applications. During FY 2013-14, 4 counties were completed bringing the total to 42 of the 46 counties.
- Continued to enhance and maintain the GIS Data Clearinghouse that provides spatial natural resources data to various state and federal agencies, county governments, and private sector companies to facilitate natural resources planning, management, and research. During FY 2013-14, 383,251 map files were downloaded.
- Upgraded network services to 7 Agency field offices and installed wireless access points at 5 offices for secure staff and public access. Additional upgrades were initiated to the 7 largest SCDNR offices that will be completed in FY 2014-15.
- Worked with the state e-commerce vendor to complete migration of licensing and boat titling application from the mainframe to an integrated Oracle, web-based solution.
- Completed development of night hunt registration system.
- Upgraded primary software systems including electronic document management, hurricane tracking, computer-aided dispatch, statistical analysis, GIS and image processing, antivirus protection, and web filtering.
- Completed an IT risk and vulnerability assessment of the Agency’s information technology infrastructure and selected web applications, in partnership the Division of Information Security (DIS).
- Completed the migration of the Agency’s asset management/inventory system from the mainframe to SCEIS, including the redesign of Agency’s inventory reporting and tracking procedures.
- Provided IT procurement training to SCDNR staff at 4 regional offices.

- Compiled and published an annual update of hunting and fishing laws and regulations for recreational hunters and anglers.

Executive Office

- Completed 8 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 \$1,943,424.
- Worked with various Divisions within the Agency on facility repairs and construction including the selection of an architect/engineer for the Clemson Office; the selection of an architect/engineer for the Hurricane Creek bridge replacement; and, the design and contract management of the construction of the law enforcement impoundment yard storage building.
- Performed 1,747 comprehensive environmental reviews during FY 2013-14, which included: (i) miscellaneous and multidisciplinary (397); (ii) inland project proposals (473); (iii) coastal project proposals (801); (iv) nuclear proposals (22); and (v) FERC projects (54).
- Achieved a 99% completion rate within requested time frame for environmental reviews for the FY 2005-06 through FY 2013-14 time period.
- Reinstated the employee Reward and Recognition program.
- Reviewed and provided the law enforcement career path, contingent upon approval from authorizing officials.
- Responded to the American Fisheries Association salary survey for marine fisheries and freshwater fisheries.
- Requested and approved special salary adjustments for a significant number of biologists and natural resource technicians. The adjustment was implemented to begin the process of providing salary incentives to retain staff and to prepare for succession planning.

Agency Name: Department of Natural Resources

Agency Code: P240 Section: 047



Fiscal Year 2013-14
Accountability Report

Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration	Provides Executive leadership for the Agency. Performs core administrative functions for the Agency.	\$ 1,419,717	\$ 1,202,602	\$ -	\$ 2,622,319	\$ 1,544,445	\$ 1,361,924	\$ -	\$ 2,906,369	1.1.1; 1.2.1; 2.5.1; 2.5.2; 2.5.3; 3.1.1; 3.1.2; 3.1.3; 3.1.4; 3.2.1; 3.2.2; 3.2.3; 3.3.1; 3.3.2; 3.3.3; 4.3.1
II.A Conservation Education Services	The Conservation Education function of the Division of Outreach & Support Services provides public information, outreach, information technology, and educational services through a wide range of public and Agency programs and activities.	\$ 696,124	\$ 2,969,797	\$ 670,355	\$ 4,336,276	\$ 1,014,823	\$ 2,037,143	\$ 96,046	\$ 3,148,012	1.3.25; 1.3.26; 2.3.10; 2.3.11; 2.3.12; 2.3.13; 2.3.14; 2.3.15; 2.4.9; 2.5.7; 2.5.8; 2.6.10; 2.6.11; 3.3.4; 3.3.5; 4.1.11; 4.4.12
II.B Titling & Licensing Services	The Boat Titling function of the Division of Outreach & Support Services 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, Boat Titling & Registration submits records to county auditors for personal property tax purposes. The Licensing component is responsible for the sale of licenses, tags & permits through a variety of outlets to include license agents, direct mail, internet sales, and the SCDNR offices.	\$ -	\$ 1,774,568	\$ 242,972	\$ 2,017,540	\$ -	\$ 1,629,611	\$ 224,305	\$ 1,853,916	3.1.6; 4.2.6; 4.3.7; 4.3.8
II.C Regional Projects	Regional Projects include boating access, county water recreation funds, and county game & fish funds. The boating access component provides technical support on boating access services to local, county, and state entities. The direction for the county water recreation funds is found in SC Code of Laws, Section 12-28-2730 and the direction for the county game & fish funds is found in SC Code of Laws, Section 50-9-970.	\$ -	\$ 1,441,711	\$ 280,132	\$ 1,721,843	\$ -	\$ 995,228	\$ 1,152,147	\$ 2,147,375	2.5.4
II.D Wildlife & Freshwater Fisheries	The Division of Wildlife & Freshwater Fisheries monitors, conducts surveys, manages, and protects wildlife species and inland aquatic species and their habitats throughout the state. The Division also provides recreational fishing and hunting opportunities for the public.	\$ 8,338	\$ 9,405,547	\$ 8,400,547	\$ 17,814,432	\$ 302,402	\$ 11,177,190	\$ 8,280,104	\$ 19,759,696	1.1.22; 1.1.23; 1.1.24; 1.2.9; 1.2.10; 1.3.27; 2.4.10; 2.4.11; 2.5.9; 2.6.12; 2.6.13; 3.2.8; 3.2.9; 4.1.12; 4.1.13; 4.2.7; 4.2.8; 4.4.13; 4.4.14



Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
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, the Division assists other state law enforcement agencies with homeland security, litter violations, executive protection, natural disasters, and general law enforcement support functions for public safety matters.	\$ 6,161,591	\$ 6,873,490	\$ 4,772,153	\$ 17,807,234	\$ 7,700,946	\$ 6,997,963	\$ 4,637,559	\$ 19,336,468	1.1.2; 2.3.1; 2.5.5; 3.2.4; 3.2.5; 3.2.6; 4.1.1
II.F 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.	\$ 1,046,134	\$ 4,791,482	\$ 5,941,725	\$ 11,779,341	\$ 1,516,494	\$ 6,194,479	\$ 6,096,258	\$ 13,807,231	1.1.17; 1.1.18; 1.1.19; 1.1.20; 1.1.21; 1.2.6; 1.2.7; 1.2.8; 1.3.10; 1.3.11; 1.3.12; 1.3.13; 1.3.14; 1.3.15; 1.3.16; 1.3.17; 1.3.18; 1.3.19; 1.3.20; 1.3.21; 1.3.22; 1.3.23; 1.3.24; 2.1.3; 2.1.4; 2.1.5; 2.2.2; 2.2.3; 2.4.7; 2.4.8; 2.6.8; 2.6.9; 4.4.8; 4.4.9; 4.4.10; 4.4.11
II.G Land, Water & Conservation	The Division of 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.	\$ 1,599,916	\$ 1,859,507	\$ 4,072,049	\$ 7,531,472	\$ 2,330,964	\$ 1,729,917	\$ 3,112,293	\$ 7,173,174	1.1.3; 1.1.4; 1.1.5; 1.1.6; 1.1.7; 1.1.8; 1.1.9; 1.1.10; 1.1.11; 1.1.12; 1.1.13; 1.1.14; 1.1.15; 1.1.16; 1.2.2; 1.2.3; 1.2.4; 1.2.5; 1.3.1; 1.3.2; 1.3.3; 1.3.4; 1.3.5; 1.3.6; 1.3.7; 1.3.8; 1.3.9; 2.1.1; 2.1.2; 2.2.1; 2.3.2; 2.3.3; 2.3.4; 2.3.5; 2.3.6; 2.3.7; 2.3.8; 2.3.9; 2.4.1; 2.4.2; 2.4.3; 2.4.4; 2.4.5; 2.4.6; 2.6.1; 2.6.2; 2.6.3; 2.6.4; 2.6.5; 2.6.6; 3.1.5; 3.2.7; 4.1.2; 4.1.3; 4.1.4; 4.1.5; 4.1.6; 4.1.7; 4.1.8; 4.1.9; 4.1.10; 4.2.1; 4.2.2; 4.2.3; 4.2.4; 4.2.5; 4.3.2; 4.3.3; 4.3.4; 4.3.5; 4.3.6; 4.1.1; 4.4.2; 4.4.3; 4.4.4; 4.4.5; 4.4.6; 4.4.7
III. Employer Contributions	Provides for the employer's portion of payroll taxes, worker's compensation insurance, health insurance, dental insurance, life insurance, unemployment insurance and retirement plans.	\$ 3,601,106	\$ 4,545,600	\$ 2,650,693	\$ 10,797,399	\$ 4,406,277	\$ 5,039,108	\$ 3,022,775	\$ 12,468,160	3.1.1; 3.1.2; 3.1.3; 3.1.4; 3.2.1; 3.2.2; 3.2.3; 3.3.1; 3.3.2; 3.3.3
					\$ -				\$ -	
					\$ -				\$ -	
					\$ -				\$ -	
					\$ -				\$ -	
					\$ -				\$ -	

Agency Name: SC Department of Natural Resources

Agency Code: P24 Section: 047



Fiscal Year 2013-14
Accountability Report

Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Enhance the effectiveness of the Agency in addressing natural resource issues
		1.1		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
			1.1.1	The evaluation and review of environmental regulatory requirements and court decisions (OEP: EXEC)
			1.1.2	The enforcement of the state's criminal laws through the detection, apprehension, and prosecution of persons who violate those laws; the preservation of peace; and, the protection of human lives and property (LE)
			1.1.3	The utilization of new technologies and herbicides to improve habitat (ANS: LWC)
			1.1.4	The coordination of AIS prevention and management with border states (ANS: LWC)
			1.1.5	The maintaining and updating of managed habitats (ANS: LWC)
			1.1.6	The coordination of AIS prevention and management with border states (ANS: LWC)
			1.1.7	The updating and revising of the 14-year old Drought Response Act and Regulations (Climatology: LWC)
			1.1.8	The evaluation of natural, man-made, and inadvertent changes or modifications in the climate and weather affecting the state to determine the significance of each influence (Climatology: LWC)
			1.1.9	The conducting of site evaluations for NWS, SCO volunteer weather observers (Climatology: LWC)
			1.1.10	The continued development/implementation of conservation plans for cooperating land owners (Conservation Dist.: LWC)
			1.1.11	The continued analyzation of physical changes along the coast to determine shoreline vulnerability (Geology: LWC)
			1.1.12	The expansion of the Heritage Trust Cultural Program (HT: LWC)
			1.1.13	The continued development/implementation of the State Water Plan - Write and release RFP for Surface Water Modeling of eight basins (Hydrology: LWC)
			1.1.14	The drilling and development of one cluster site to monitor water use in Coastal Plain (Hydrology: LWC)
			1.1.15	The monitoring of saltwater intrusion along the coast as well as an expansion of the network of wells (Hydrology: LWC)
			1.1.16	The continued support of scenic river advisory councils and other partners to address local river management issues (Rivers: LWC)
			1.1.17	The maintaining and updating of management plans for coastal properties (MRD)
			1.1.18	The reviewing and commenting upon permit applications for coastal wetlands modifications (MRD)

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Fiscal Year 2013-14
Accountability Report

Strategic Planning Template

Type	Goal	Strat	Item #	Object	Description
				1.1.19	The monitoring and reviewing of mitigation banks, with other agencies (MRD)
				1.1.20	The facilitating of funding for the Boating Infrastructure Grant and the Clean Vessel Act (MRD)
				1.1.21	The providing of sound scientific data and management advice to the Atlantic States Marine Fisheries Commission and South Atlantic Fisheries Management Council (MRD)
				1.1.22	The providing of expert reviews and comments to the Agency's Office of Environmental Programs on activities that have potential impacts on wildlife habitat, wildlife populations, or recreational opportunities (WFF)
				1.1.23	The implementation of reservoir habitat enhancement activities to improve habitats for cover, nursery habitat, and spawning substrate in the state's public waters (WFF)
				1.1.24	The production of fish at the appropriate live stages for stocking in public waters in order to enhance the stock of recreationally significant species (WFF)
		1.2	More effectively develop, coordinate, and integrate resource-specific conversation and management plans, research, and politics within the SCDNR		
				1.2.1	The coordination of the inter-divisional review of all environmental review requests (OEP: EXEC)
				1.2.2	The development of an annual Aquatic Plant Management Plan with input from Agency program managers (ANS: LWC)
				1.2.3	The development and implementation of specific projects with Agency biologists for habitat enhancement (ANS: LWC)
				1.2.4	The continued development of a management plan for the Great Pee Dee and Little Pee Dee Scenic Rivers (Rivers: LWC)
				1.2.5	The continued application/implementation of management plans (with local partners) for the Ashley Scenic River, Lower Saluda Scenic River, and Edisto River Basin (Rivers: LWC)
				1.2.6	The providing of timely and relevant information at Marine Advisory Committee Meetings (MRD)
				1.2.7	The communication with constituents through the Saltwater Recreation Advisory Committee (MRD)
				1.2.8	The representation of the state on the Atlantic States Marine Fisheries Commission and South Atlantic Fisheries Management Council (MRD)
				1.2.9	The coordination and facilitating of briefings between biological staff, executive office staff, and the legislative liaison in order to discuss research and habitat management initiatives which impact or can be used to guide legislative proposals (WFF)

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Fiscal Year 2013-14
Accountability Report

Strategic Planning Template

Type	Goal	Strat	Item # Object	Description
			1.2.10	The surveying, monitoring, and conducting of inventories, of the fish populations and associated aquatic resources in the public waters of the state (WFF)
		1.3	Expand sound application of science for natural resource management and decision-making	
			1.3.1	The investigation of other state programs that are similar to South Carolina for management and control alternatives (ANS: LWC)
			1.3.2	The participation on regional and national aquatic invasive species panels... GSARP, AFWA, SCAPMS, etc. (ANS: LWC)
			1.3.3	The preparation, publishing, and dissemination of climatic information for those whose activities are related to the welfare of the state and are affected by climate and weather (Climatology: LWC)
			1.3.4	The retention of CoCoRaHS observers (Climatology: LWC)
			1.3.5	The conducting and reporting on studies of climate and weather events of significant socioeconomic and/or environmental importance to the state (Climatology: LWC)
			1.3.6	The geological mapping of six quadrangles in the Coastal Plain and the release of this information (Geology: LWC)
			1.3.7	The measuring of the Surface Elevation Table network along the coast on a quarterly basis (Geology: LWC)
			1.3.8	The completion of the Broad River Project field work in accordance with the four year plan (Geology: LWC)
			1.3.9	The measuring and production of a water-level map of one of the major aquifers (Hydrology: LWC)
			1.3.10	The utilization of resource survey data to support new fish creel limits for Spot, Croaker, and Whiting (MRD)
			1.3.11	The promotion of South Atlantic regional communication regarding the Agency's state of knowledge of marine crustacean fisheries and resources (MRD)
			1.3.12	The demonstration of potential for a nursery for diamondback terrapins (MRD)
			1.3.13	The development of a molecular tool for detecting and quantifying free-floating fish eggs (MRD)
			1.3.14	The utilization of the marine trammel net survey to assess coastal fish populations (MRD)
			1.3.15	The conducting of a study to assess the health of the horseshoe crab population (MRD)
			1.3.16	The examination of the population dynamic of stone crabs in a coastal river (MRD)
			1.3.17	The establishment of long term monitoring stations in the ACE Basin to understand effects of weather and climate change on coastal islands (MRD)
			1.3.18	The leading of local agencies to plan for the implementation of management actions for controlling stormwater impacts in Beaufort County (MRD)

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Strategic Planning Template

Type	Goal	Strat	Item # Object	Description
			1.3.19	The mapping of tidal freshwater wetlands in the ACE Basin (MRD)
			1.3.20	The collecting of biological data on offshore finfish as part of the SC Governor's Cup Billfishing Series (MRD)
			1.3.21	The organizing and facilitating of recycling of oyster shells provided by caterers, restaurants, and the general public (MRD)
			1.3.22	The planting of oysters shells in coastal areas to help replenish oyster resources (MRD)
			1.3.23	The releasing of hatchery-reared fish into coastal waters in stock enhancement studies (MRD)
			1.3.24	The deployment of additional habitat building structure on offshore artificial reefs (MRD)
			1.3.25	The continued development of high resolution elevation data from LiDAR technologies to support scientific, engineering, and natural resources management applications (IT: OSS)
			1.3.26	The continued maintenance and enhancement of the GIS Data Clearinghouse that provides spatial natural resources data to various state and federal agencies, county governments, and private sector companies in order to facilitate natural resources planning, management, and research (IT: OSS)
			1.3.27	The conducting of research on species, habitat, and ecological processes in order to provide a basis for adaptive approaches to natural resources management (WFF)
G	2	Improve the general operations of the Agency		
	2.1	Develop and implement comprehensive operational plans that clearly connect all Agency activities to specific goals and annual accountability reports		
			2.1.1	The maintenance of the Aquatic Plant Management Council with a meeting schedule of three times per year (ANS: LWC)
			2.1.2	The development of an annual Aquatic Plant Management Plan with the Aquatic Plant Management Council (ANS: LWC)
			2.1.3	The review and updating of the Hurricane Preparedness Plan (MRD)
			2.1.4	The development of spending plans from saltwater license revenue (MRD)
			2.1.5	The seeking of funding for critical capital improvement needs (MRD)
	2.2	Fully Develop the Agency's regional hub system		
			2.2.1	The communication with Agency regional staff to share information and to refer citizen concerns and questions regarding river-related issues (Rivers: LWC)
			2.2.2	The conducting of regular meetings of the hubs (MRD)

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Strategic Planning Template

Type	Goal	Strat	Item # Object	Description
			2.2.3	The development of needs and requests for regional funds for natural resource projects (MRD)
	2.3			Continue to develop and maintain modern, well-integrated information systems, and technology throughout the Agency
			2.3.1	The development and implementation of an integrated law enforcement database as part of the Agency's enterprise computer system. (LE)
			2.3.2	The maintaining of accurate GIS records of ANS treatment areas (ANS: LWC)
			2.3.3	The maintaining of a daily work log system for treatments and surveys (ANS: LWC)
			2.3.4	The maintaining and updating of the State Climate Office website, with an overall goal of improving usability (Climatology: LWC)
			2.3.5	The sharing in the user development and quality control of the Regional Climate Center's historical weather database (Climatology: LWC)
			2.3.6	The maintaining and updating of the Flood Mitigation Program website (Flood: LWC)
			2.3.7	The expanded use of GIS and other technologies in the Heritage Trust Program (HT: LWC)
			2.3.8	The maintaining and updating of the Heritage Trust Program website, with an overall goal of improving usability (HT: LWC)
			2.3.9	The development and design - with Agency IT staff - of a new SC Rivers information section for the SCDNR website (Rivers: LWC)
			2.3.10	The replacing of servers and disk storage arrays that have reached end-of-life with new equipment (IT: OSS)
			2.3.11	The upgrading of network services at Agency field offices and the installation of wireless access points at offices for secure staff and public access (IT: OSS)
			2.3.12	The migrating of the licensing and boat titling application from the mainframe to an integrated Oracle, web-based solution, with assistance from the State's e-commerce vendor (IT: OSS)
			2.3.13	The development of a night hunt registration system (IT: OSS)
			2.3.14	The upgrading of primary software systems including electronic document management, hurricane tracking, computer-aided dispatch, statistical analysis, GIS and image processing, antivirus protection, and web filtering (IT: OSS)
			2.3.15	The completing of an IT risk and vulnerability assessment of Agency information technology infrastructure and selected web applications, in partnership with the Division of Information Security (DIS) (IT: OSS)

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Accountability Report

Strategic Planning Template

Type	Goal	Strat	Object	Description
		2.4		Enhance and maintain effective communications throughout all levels of the SCDNR
			2.4.1	The participation in cross divisional Agency meetings (ANS: LWC)
			2.4.2	The providing of climatological event evaluations for SCDNR Law Enforcement and SC Public Safety Officers, as needed (Climatology: LWC)
			2.4.3	The completion and sharing of special weather event summaries to assist state agency operations (Climatology: LWC)
			2.4.4	The distribution of final Division monthly reports to 46 Conservation Districts (Conservation Dist.: LWC)
			2.4.5	The insight and guidance needed to meet NFIP regulations pertaining to Agency projects, as needed (Flood: LWC)
			2.4.6	The improvement to the Heritage Trust website (HT: LWC)
			2.4.7	The organizing and conducting of an internal conference on Management, Research, and Coastal Reserves (MRD)
			2.4.8	The participation in state, regional, and national resources conferences (MRD)
			2.4.9	The maintenance and updating of the Agency's intranet site in order to disseminate internal information to staff across all offices and field stations (IT: OSS)
			2.4.10	The coordination and facilitating of quarterly meetings of the senior staff of the WFF Division, as well as annual meetings of all biological and technical staff within the Division (WFF)
			2.4.11	The periodic meetings of all Freshwater Fisheries staff within the WFF Division in order to communicate Division and Agency priorities, plan activities, and foster communication between staff at all levels (WFF)
		2.5		Maximize efficiency of internal operations and business procedures
			2.5.1	The development and implementation of the EBA Office's Permanent Improvement Project Action Form (PIPAF) to better track sub-\$100K new construction/renovation/capital equipment purchases by Division within the Agency (EBA: EXEC)
			2.5.2	The development and implementation of better systems within the EBA Office to track the start-to-completion performance of the Office relative to the Agency's capital projects (EBA: EXEC)
			2.5.3	The development and implementation of survey performance measure relative to the Agency's real assets that are in the process of being surveyed (EBA: EXEC)

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
			2.5.4	The development and implementation of better systems within the EBA Office to track the start-to-completion performance of the Office relative to boating access projects (EBA: EXEC)
			2.5.5	The transition of the receiving and supply function into a single integrated system run by the law enforcement division that serves all of the Agency's divisions. (LE)
			2.5.6	The maintaining of the current invoicing system with the State ANS contractor (ANS: LWC)
			2.5.7	The migration of the Agency's asset management/inventory system from the mainframe to SCEIS, including the redesign of Agency inventory reporting and tracking procedures (IT: OSS)
			2.5.8	The providing of IT procurement training to Agency staff (IT: OSS)
			2.5.9	The completion and distribution of monthly budget reports to all project leaders, allowing budgets to be tracked accurately throughout the fiscal year (WFF)
	2.6			Aggressively pursue increases in revenue, state, and federal funding, and identify new funding sources to support accomplishment of the Agency's mission
			2.6.1	The maintaining of the SC Aquatic Invasive Species Management Plan, as required for federal assistance (ANS: LWC)
			2.6.2	The creation and maintenance of a cost share system for work with local entities (ANS: LWC)
			2.6.3	The requesting of funding to install an automated weather station and web cam (Climatology: LWC)
			2.6.4	The identification of CISA and NIDIS funding to support an internship program (Climatology: LWC)
			2.6.5	The requesting of a Harry Hampton grant to expand the CoCoRaHS network (Climatology: LWC)
			2.6.6	The pursuing of non-state funding sources, focusing on USDA Farm Bill Programs, EPA Section 319, and, other grant sources (Conservation Dist.: LWC)
			2.6.7	The pursuing of additional federal funding for Flood Insurance Rate Map production (Flood: LWC)
			2.6.8	The seeking of funding for critical capital improvement needs (MRD)
			2.6.9	The seeking of grant funding to assist in research and management (MRD)
			2.6.10	The awarding of federal grants from the US Geological Survey and the receipt of other county government contributions to the multi-agency statewide LiDAR project (IT: OSS)
			2.6.11	The awarding of federal grants from the US Geological Survey to update the South Carolina component of the Protected Areas Database of the US to identify public conservation and recreational lands (IT: OSS)
			2.6.12	The pursuing of partnerships with other governmental entities and non-governmental organizations in order to leverage funds for accomplishing major habitat enhancements on Agency properties (WFF)

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Strategic Planning Template

Type	Goal	Strat	Object	Description
			2.6.13	The seeking of opportunities to engage utility companies, the US Army Corps of Engineers, and other partners in supporting the monitoring and research of aquatic populations impacted or limited by anthropomorphic events on the landscape (WFF)
G	3			Create an Agency environment that supports a dedicated, professional workforce
		3.1		Implement comprehensive workforce planning that is consistent with Agency priorities
			3.1.1	The identification of critical positions and program areas in need of rebuilding as a result of budget reductions and a declining workforce (HR: EXEC)
			3.1.2	The analyzing of available vacant FTE's and critical staffing needs throughout the Agency to determine appropriate staffing levels (HR: EXEC)
			3.1.3	The requesting of additional FTE's from the General Assembly when needed in order to perform the Agency's mission (HR: EXEC)
			3.1.4	The hiring of Conservation Officers in order to rebuild the Law Enforcement workforce (HR: EXEC)
			3.1.5	The maintenance (by ANS employees) of a Category 5 license for hebacide application (ANS: LWC)
			3.1.6	The creation and maintenance of procedure manuals for specific offices that will assist in the transition for successors (CS: OSS)
		3.2		Expand consistent, Agency-wide employee training, retention, and compensation efforts
			3.2.1	The assessment and implementation of Agency staff increases (HR: EXEC)
			3.2.2	The development of pay plans that are contingent upon necessary training and job performance (HR: EXEC)
			3.2.3	The analyzing of the impact of salary increases on turnover rates (HR: EXEC)
			3.2.4	The development of the law enforcement division training section with the addition of new personnel to more efficiently deliver training opportunities to law enforcement officers (LE)
			3.2.5	The recognition and continued implementation of the National Association of State Boating Law Administrator's Law Enforcement Boat Operation Accreditation (LE)
			3.2.6	The expansion of opportunities for advancement in the supervisory ranks of the LE Division by adding an additional Lieutenant's position to each region allowing for the more efficient operations of the regions in the process (LE)
			3.2.7	The offering of specific training for ANS employees (ANS: LWC)

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Accountability Report

Strategic Planning Template

Type	Goal	Strat	Item # Object	Description
			3.2.8	The providing of training programs to staff designed specifically to improve safety, competency, and efficiency related to specific job skills (WFF)
			3.2.9	The explicit linkage of additional knowledge, skills, abilities, and training to salary increases through a structured pay plan (WFF)
		3.3		Implement initiatives that improve employee morale and teamwork, instill a sense of pride in the Agency, and emphasize the importance of its mission
			3.3.1	The assessing of the recognition program by distributing spot awards and thank you cards (HR: EXEC)
			3.3.2	The providing of work uniforms to Agency staff (HR: EXEC)
			3.3.3	The coordination of professional meetings and training sessions among compatible professions (HR: EXEC)
			3.3.4	The establishment and maintenance of an employee recognition program which recognizes exceptional contributions by individual employees (STARS: OSS)
			3.3.5	The compilation and publishing of an annual update to the state's hunting and fishing laws and regulations for recreational hunters and anglers (Graphics: OSS)
G	4			Enhance public trust and confidence in the SCDNR
		4.1		Foster more effective communications, outreach, and partnering with the public and State Legislature
			4.1.1	The continued development and enhancement of law enforcement education and outreach programs, including Archery in the Schools; Shooting Clays; hunter and boater education classes; Take One Make One; Wounded Warriors; and, shooting ranges. (LE)
			4.1.2	The dissemination and encouragement of public comments on the annual Aquatic Plant Management Plan (ANS: LWC)
			4.1.3	The development and distribution of educational ANS signs at public boat ramps (ANS: LWC)
			4.1.4	The assisting of state and federal agencies in data acquisition and interpretation before, during, and after periods of severe weather (Climatology: LWC)
			4.1.5	The expansion of the Weatheralert Listserve (Climatology: LWC)
			4.1.6	The interaction with conservation districts and state and federal agencies, in an effort to communicate Agency policies and information, as well as to foster partnerships (Conservation Dist.: LWC)
			4.1.7	The assisting of local and state agencies in outreach regarding all aspects of the National Flood Insurance Program (Flood: LWC)

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Fiscal Year 2013-14
Accountability Report

Strategic Planning Template

Type	Goal	Strat	Item #	Object	Description
			4.1.8		The continued improvement to kiosks at Heritage Trust sites (HT: LWC)
			4.1.9		The continued support from Agency staff of scenic river advisory councils and other partners to address local river management issues (Rivers: LWC)
			4.1.10		The conducting of the 2013 Beach Sweep event (Calendar Year) with outreach and communications to the public (Rivers: LWC)
			4.1.11		The processes associated with increasing the amount of Agency program content in each issue of <i>South Carolina Wildlife</i> magazine (SCW: OSS)
			4.1.12		The providing of information on WFF Division activities, initiatives, and changes through frequent news releases, media interviews, social media, targeted mailings, and other media avenues (WFF)
			4.1.13		The initiating of efforts to consolidate hunting rules and regulations with the goal of simplifying Agency publications (WFF)
	4.2				Develop strategies that address divergent public opinion and expectations concerning issues related to accessibility, use, and protection of natural resources
			4.2.1		The attendance and participation by ANS staff in public events, trade shows, and public meetings (ANS: LWC)
			4.2.2		The development and maintenance of a website to disseminate ANS treatment reports (ANS: LWC)
			4.2.3		The updating of climate change impacts to the Natural Resources in SC report (Climatology: LWC)
			4.2.4		The improvements related to accessing Heritage Trust properties (HT: LWC)
			4.2.5		The providing of an Agency contact, as well as consistent and pertinent communications, to the citizens of the Edisto River Basin involved with a controversial surface water withdrawal issue (Rivers: LWC)
			4.2.6		The maintaining of facilities and offices that are readily accesible to the public (CS: OSS)
			4.2.7		The expanding of data from users of public lands in order to include information on non-traditional and non-consumptive uses (WFF)
			4.2.8		The engaging of interest groups impacted by the decline in the Santee Cooper Blue Catfish population in order to identify options to reverse the decline (WFF)
	4.3				Optimize the SCDNR's customer service through regular monitoring of constituent needs, public opinion, and Agency performance
			4.3.1		The providing of Agency comments on environmental reviews that are scientifically sound, timely, and in conformance with SCDNR policies and procedures (OEP: EXEC)
			4.3.2		The identification and prioritization of target audiences (ANS: LWC)

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Accountability Report

Strategic Planning Template

Type	Goal	Strat	Item # Object	Description
			4.3.3	The development and distribution of appropriate educational materials (ANS: LWC)
			4.3.4	The providing of the highest level customer service on issues pertaining to the state's climate, which includes tracking constituent satisfaction and needs (Climatology: LWC)
			4.3.5	The providing of the highest level customer service on issues pertaining to the state's flood prone areas, which includes tracking local floodplain manager needs (Flood: LWC)
			4.3.6	The completion of a public opinion survey regarding issues of public interest and concern with the Great Pee Dee and Little Pee Dee Scenic Rivers (Rivers: LWC)
			4.3.7	The periodic reviews of electronic licensing and boating systems to ensure they are accurate and relevant (CS: OSS)
			4.3.8	The periodic reviews of customer service skills for licensing and titling offices (CS: OSS)
	4.4			Enhance natural resource education to provide the public with the knowledge necessary to make informed natural resource decisions
			4.4.1	The development of appropriate educational materials utilizing existing sources (ANS: LWC)
			4.4.2	The attendance and participation by staff in public events, trade shows, and public meetings (ANS: LWC)
			4.4.3	The expansion of the Weather and Climate Speaker Series, which provides quality, informative presentations upon request (Climatology: LWC)
			4.4.4	The conducting and supporting of programs for students, land users, and the general public (Conservation Dist.: LWC)
			4.4.5	The expansion of workshops offered to local floodplain managers in an effort to advance floodplain management (Flood: LWC)
			4.4.6	The distribution to the public of Agency river management plans and associated guidelines to assist and inform development decisions on rivers (Rivers: LWC)
			4.4.7	The responding to individual requests for information and assistance regarding river use and resource management questions (Rivers: LWC)
			4.4.8	The continuing of the SC Oyster Restoration and Enhancement Program (SCORE) with partners to educate the citizens about the importance of oyster reef habitat (MRD)
			4.4.9	The conducting of outreach and education activities (MRD)
			4.4.10	The conducting of a recreational fish tagging program for saltwater fish (MRD)
			4.4.11	The distribution of marine outreach materials to coastal vendors (MRD)

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Strategic Planning Template

Type	Goal	Strat	Item # Object	Description
			4.4.12	The maintaining of the Agency's website in an effort to disseminate information to the public regarding SCDNR activities, licensing and titling, and scientific information (IT: OSS)
			4.4.13	The providing of aquatic education events to the public pertaining to angler education, the development of outdoor ethics, stewardship, and conservation in order to increase the public's understanding of the nation's water resources and associated aquatic life forms (WFF)
			4.4.14	The conducting of seminars in partnership with Clemson Extension and other organizations in order to educate property managers on wildlife management issues (WFF)



Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
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SCDNR Division: Land, Water, Conservation (LWC)

ANS	utilized new technologies and herbicides to improve habitat.	5	9	5	July 1 - June 30	ANS work sheets and Database.	Annually	All work sheets and databases finalized on the last day of FY.	1.1.3
ANS	Participated on regional and national aquatic invasive species panels. (GSARP, AFWA, SCAPMS,etc)	12	8	9	July 1 - June 30	Scheduled meetings.	Annually	Staff attendance of GSARP, APMC, SCAPMS, APMS, AFWA meetings.	1.1.4, 1.2.2, 1.3.1, 1.3.2, 2.1.1, 2.1.2, 2.6.1
ANS	Maintained accurate GIS records of ANS treatment areas. (acres)	1,582	1,284	1,200	July 1 - June 30	Data entered into ARC/GIS.	Annually	All work sheets and databases finalized on the last day of FY.	2.3.2
ANS	Maintained a daily work log system for treatments and surveys.	79	96	100	July 1 - June 30	Daily Work Logs.	Annually	All work sheets and databases finalized on the last day of FY.	2.3.3
ANS	Coordinated AIS prevention and management with border states and Santee Cooper.	100%	100%	100%	July 1 - June 30	Provided Application Reports/Inclusion in the APM plan.	Annually	All work sheets and databases finalized on the last day of FY.	1.1.4
ANS	Maintained current invoicing system with state ANS contractor.	100%	100%	100%	July 1 - June 30	Invoices processed/R&I completed.	Annually	All work sheets and invoices finalized on the last day of FY.	2.5.6
ANS	Maintained SC Aquatic Invasive Species Management Plan as required for federal assistance.	-	-	-	-	SC Aquatic Invasive Species Management Plan.	10 year cycle	Currently in year 6.	2.6.1
ANS	Continued with staff attendance and participation in public events, trade shows, and public meetings.	12	14	10	July 1 - June 30	Scheduled meetings/website.	Annually	Staff attendance of public trade shows, and speakers at public meetings, also telephone conversations.	4.1.2, 4.1.3, 4.2.1, 4.2.2, 4.3.2, 4.3.3, 4.4.1, 4.4.2
ANS	Developed and maintained website to disseminate ANS treatment reports.	1	1	1	July 1 - June 30	Monthly website update.	Monthly	Update of ANS website.	4.1.2, 4.2.1, 4.2.2, 4.3.2, 4.4.2
ANS	Created and maintained a cost share system for work with local entities.	5	5	5	July 1 - June 30	ANS agreements.	Annually	Based upon availability of cost share funding.	2.6.2
Climatology	Updated and revised the 14-year old Drought Response Act and Regulations.	None.	Initiated conversation with key stakeholders.	Due to stakeholder input, we should focus on Drought Committee Appointments and Structure.	July 1 - June 30	Stakeholder input.	Ongoing	Stakeholder Meetings.	1.1.7
Climatology	Evaluated the significance of natural, man-made, and inadvertent changes or modifications in the climate and weather affecting the state.	Ongoing.	Ongoing.	Ongoing.	July 1 - June 30	N/A	Ongoing	N/A	1.1.8
Climatology	Conducted site evaluations for NWS, SCO volunteer weather observers.	Resume research into NWS Cooperative Volunteer Network sighting/exposure guidelines for official daily weather observations.	Begin.	6 per year.	July 1 - June 30	NWS and SCO.	Monthly	Data Quality Control.	1.1.9
Climatology	Prepared, published, and disseminated climatic information for those whose activities are related to the welfare of the state and are affected by climate and weather.	Ongoing.	Ongoing.	Ongoing.	July 1 - June 30	External and Internal Climate and Weather Information.	Ongoing	Weekly and Annual Report can be compared to last year. Severe Weather Summaries vary year to year.	1.3.3
Climatology	Focused on retaining CoCoRaHS observers.	Continue soliciting volunteer observers with a concentration on counties with poor distribution of sites.	Ongoing.	Increase by at least 100%.	July 1 - June 30	CoCoRaHS.	Quarterly	Comparison with previous years.	1.3.4
Climatology	Conducted and reported on studies of climate and weather events of significant socioeconomic and/or environmental importance to the state.	Ongoing.	Ongoing.	Ongoing.	July 1 - June 30	External and Internal Climate and Weather Information.	Ongoing	Varies year to year.	1.3.5
Climatology	Maintained and updated the State Climate Office website, improving overall usability.	Average 4/month.	Average 4/month.	Average 4/month.	July 1 - June 30	Website	Monthly	# Web reviews/updates.	2.3.4



Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
Climatology	Shared in the user development and quality control of Regional Climate Center's historical weather data base.	Avg 2 per month.	Avg 2 per month.	As needed.	July 1 - June 30	ACIS and others.	Monthly	Eliminate, detect unreliable data for editing/correction with Datzilla program supported by NCDC.	2.3.5
Climatology	Provided climatological event evaluations for SCDNR Law Enforcement and SC Public Safety Offices, as needed.	34	40	Varies Based on Incidents.	July 1 - June 30	Requests from SCDNR Law Enforcement and SC Public Safety for watercraft and waterway accident investigation climate or weather support.	Monthly	Based on requests.	2.4.2
Climatology	Completed special weather event summaries to assist state agency operations.	As needed.	As needed.	As needed.	July 1 - June 30	Weather and Climate Information.	As needed	N/A	2.4.3
Climatology	Sought funding to install an automated weather station and web cam.	0	State Money Only.	Cost-share portion of \$15,000.	July 1 - June 30	State or federal.	Annually	Comparison with previous years.	2.6.3
Climatology	Identified CISA or NIDIS funding to support internship program.	0	0	\$5,000	July 1 - June 30	Carolinas RISA and NIDIS.	Annually	CISA and NIDIS funding opportunities.	2.6.4
Climatology	Requested Harry Hampton grant to expand CoCoRaHS network.	\$3,625	\$3,625	\$3,625 or cost for 125 rain gages.	July 1 - June 30	Harry Hampton Fund.	Annually	Cost of \$125 rain gages and funds available.	2.6.5
Climatology	Assisted state and federal agencies in data acquisition and interpretation before, during, and after periods of severe weather.	As needed.	As needed.	As needed.	July 1 - June 30	Pre-season and in-season Tropical Briefings / Weather and Climate Information.	As needed	Varies year to year due to variation in weather occurrences.	4.1.4
Climatology	Expanded the WeatherAlert Listserve.	1,678	1,949	2,250	July 1 - June 30	Email.	Monthly	Subscriber number.	4.1.5
Climatology	Updated Climate Change Impacts to Natural Resources in SC Report.	As needed or every 5 years.	As needed or every 5 years.	As needed or every 5 years.	July 1 - June 30	N/A	N/A	N/A	4.2.3
Climatology	Provided the highest level of customer service which includes tracking constituent satisfaction and needs.	Average 38 monthly phone and email requests.	Average 40 monthly phone and email requests.	Average 43 monthly phone and email calls.	July 1 - June 30	SCO Request Tracking System.	Monthly	Comparison with previous years.	4.3.4
Climatology	Expanded Weather and Climate Speaker Series providing quality, informative presentations upon request.	42	50	54-58	July 1 - June 30	Monthly Reports.	Monthly	Comparison with previous years.	4.4.3
Conservation Districts	Assessed and provided the number of conservation plans serviced.	450	456	600	July 1 - June 30	Task Support Documents.	Quarterly	Task Support Document results.	1.1.10
Conservation Districts	Compiled and distributed monthly report to Conservation District offices and others.	12	12	12	July 1 - June 30	District offices and field staff.	Monthly	Request monthly data from district offices, field staff and others.	2.4.4
Conservation Districts	Assessed and provided the number of conservation district and partnership agency events.	59	60	80	July 1 - June 30	Monthly activity reports.	Monthly	Staff activity reports.	4.1.6
Conservation Districts	Assessed and provided the number of individuals participating in educational events.	300	400	600	July 1 - June 30	Event registration.	Per event	Staff activity reports.	4.4.4
Flood Mit.	Assessed the redesign of the website, which is underway.	n/a	n/a	n/a	n/a	n/a	Quarterly	n/a	2.3.6
Flood Mit.	Provided assistance to engineering when requested and when impacting the SFHA.	n/a	n/a	n/a	Oct 1 - Sept 30	Community Assistance Program Scope of Work.	Quarterly	Comparison with previous years.	2.4.5
Flood Mit.	Increased funding from FY 2012-13 to FY 2013-14.	927,500	1,585,000	1,800,000	Oct 1 - Sept 30	Cooperating technical Partners Scope of Work.	Quarterly	Comparison with previous years.	2.6.7
Flood Mit.	Provided workshops, participated in other Agency workshops, and provided outreach materials regarding Elevation certificates, Biggert-Waters Flood Insurance Reform Act of 2012, and the Homeowners Flood Insurance Affordability Act of 2014.	10	11	11	Oct 1 - Sept 30	Community Assistance Program Scope of Work.	Quarterly	Comparison with previous years.	4.1.7
Flood Mit.	Distributed data request form to determine training needs.	45	48	55	Oct 1 - Sept 30	Cooperating technical Partners Scope of Work.	Annually	Comparison with previous years.	4.3.5
Flood Mit.	Received funding to create advanced floodplain management training workshops.	0	2 workshops.	2 workshops.	Oct 1 - Sept 30	Community Assistance Program Scope of Work.	Quarterly	Comparison with previous years.	4.4.5
Geology	Analyzed three temporal shorelines in a 300-square-mile area along the coast from Rockville to Edisto for rates of shoreline change.	0	11	187	Ongoing.	Geological Survey Information available to the public.	Yearly	Amount coast line analyzed verses total general coast line in miles.	1.1.11
Geology	Mapped six maps in the Coastal Plain, and released 40 Open-File maps to the public.	257	263	566	Ongoing.	Geological Survey Information available to the public.	Yearly	Number of quadrangles mapped vs total number of quadrangles.	1.3.6
Geology	Measured quarterly, with information recorded electronically, the Surface Elevation Table network along coast. (MRD was assisted in installing 8 stations in ACE Basin)	4	4	4	Ongoing.	Geological Survey Information available to the public.	Yearly	Number of measurements per year verses / per quarter.	1.3.7
Geology	Completed, with samples analyzed and information recorded electronically, the Broad River Project field.	0	1	Understanding of sand as pollutant in Broad River.	1-year left in project.	Geological Survey Information available at end of project.	Yearly	Yes/No	1.3.8
HT	Hired an additional Archeologist, and upgraded field equipment.	6	7	8	8 months.	Deputy Director's office.	Annually	N/A	1.1.12
HT	Upgraded website content and began formulating additional upgrades with new GIS Manager.	0	2	5	1 year.	Deputy Director's office.	Annually	N/A	2.4.6



Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
HT	Provide additional information, updated maps, repaired damaged kiosks, and trails on 5 HT properties.	0	5	10	1 year.	Deputy Director's office.	Annually	N/A	4.1.8
HT	Initiated project that partners with Beaufort County to improve access and boat ramp at Fort Frederick Heritage Preserve; also, improved access and provided additional parking at Poinsett Bridge.	0	2	4	1 year.	Deputy Director's office.	Annually	N/A	4.2.4
HT	Hired GIS Manager to work with HT staff, also, used cell phone technology bar coding to track visits to HT sites.	2	3	3	1 year.	Deputy Director's office.	Annually	N/A	2.3.7
Hydrology	Measured Floridan aquifer with water-level map released. (Three other water-level maps also were finished and released)	1	4	1	Ongoing.	Hydrology Section Information available to the public.	Yearly	Measurement of water-levels of one major aquifer per year.	1.3.9
Hydrology	Wrote Surface Water Modelling RFP. (with it being approved by management and released)	0	1	Water models for 8 river basins.	Ongoing.	Budget Control Board Information available to the public.	Quarterly	Yes/No	1.1.13
Hydrology	Developed three water monitoring cluster sites in the Coastal Plain: sites were in Calhoun, Charleston, and Lee Counties. In total, 20 wells were added to the groundwater-level monitoring network.	14	17	28	Ongoing.	Hydrology Section Information available to the public.	Yearly	Number of counties with minimum of 1 cluster monitoring site.	1.1.14
Hydrology	Equipped eight wells along the coast with new conductivity instruments to monitor saltwater. In addition, a well in Charleston County and three wells in Georgetown County were added to network.	5	9	20	Ongoing.	Hydrology Section Information available to the public.	Yearly	Number of saltwater monitoring wells needed along coast.	1.1.15
Rivers	Continued staff support of scenic river advisory councils and other partners to address local river management issues.	2 of 11 projects supported.	4 of 11 projects supported.	4 of 11 projects supported.	30-Jun	staff program files.	N/A	N/A	1.1.16
Rivers	Continued the development of a management plan for Great Pee and Little Pee Dee Scenic Rivers.	25% complete.	50% complete.	100% complete.	30-Jun	staff program files.	N/A	N/A	1.2.4
Rivers	Continued the application or implementation of management plans with local partners for the Ashley Scenic River, Lower Saluda Scenic River, and Edisto River Basin.	2 of the 3 projects were active.	3 of the 3 projects were active.	3 projects remain active.	30-Jun	staff program files.	N/A	N/A	1.2.5
Rivers	Communicated with Agency regional staff to share information and refer citizen concerns and questions regarding river-related issues.	Service as needed.	Service as needed.	N/A	N/A	staff program files.	N/A	N/A	2.2.1
Rivers	Began work with SCDNR-IT staff to develop and design a new SC Rivers information section for the Agency website.	Concepts proposed.	Concept development with IT staff.	New information features posted to website.	30-Jun	staff program files.	N/A	N/A	2.3.9
Rivers	Continued staff support of scenic river advisory councils and other partners to address local river management issues.	2 of 11 projects supported.	4 of 11 projects supported.	4 of 11 projects supported.	N/A	staff program files.	N/A	N/A	4.1.9
Rivers	Conducted 2013 Beach Sweep River Sweep event with outreach and communications to the public.	3,400 participants.	5,200 participants.	5,500 participants.	N/A	staff program files.	N/A	N/A	4.1.10
Rivers	Provided SCDNR contact and communications with citizens of the Edisto River Basin involved with controversial surface water withdrawal issue.	N/A	Service as needed.	Service as needed.	N/A	staff program files.	N/A	N/A	4.2.5
Rivers	Completed a public opinion survey regarding issues of public interest and concern with the Great Pee Dee and Little Pee Scenic Rivers.	N/A	Completed.	N/A	N/A	staff program files.	N/A	N/A	4.3.6
Rivers	Provided the public with SCDNR river management plans and associated guidelines to assist/inform development decisions on rivers.	Service as needed.	Service as needed.	Service as needed.	N/A	staff program files.	N/A	N/A	4.4.6
Rivers	Responded to individual requests for information and assistance regarding river use and resource management questions.	Service as needed.	Service as needed.	Service as needed.	N/A	staff program files.	N/A	N/A	4.4.7

SCDNR Division: Law Enforcement (LE)

LE Field Operations	The Number of Criminal Cases resolved.	30,491	36,566	N/A	Ongoing.	Division computer reports.	Monthly	Addition.	1.1.2
LE Field Operations	The Number of Criminal Summonses resolved.	8,596	9,537	N/A	Ongoing.	Division computer reports.	Monthly	Addition.	1.1.2
LE Field Operations	The Number of Violation Warnings resolved.	21,905	27,029	N/A	Ongoing.	Division computer reports.	Monthly	Addition.	1.1.2
LE Field Operations	The Ratio of Warnings to Summonses.	2.55:1	2.83:1	3.0:1	Ongoing.	Division computer reports.	Monthly	Divide Warnings by Summonses.	1.1.2
LE Field Operations	The Hours assisting other Law Enforcement.	4,143	9,635	N/A	Ongoing.	Division computer reports.	Monthly	Addition.	1.1.2
LE Field Operations	The Number of Public Safety Cases Resolved.	3,941	4,932	N/A	Ongoing.	Division computer reports.	Monthly	Addition.	1.1.2
LE Field Operations	The Number of Public Safety Cases by Summonses.	1,525	1,691	N/A	Ongoing.	Division computer reports.	Monthly	Addition.	1.1.2
LE Field Operations	The Number of Public Safety Violation Warnings.	2,416	3,241	N/A	Ongoing.	Division computer reports.	Monthly	Addition.	1.1.2
LE Field Operations	The Number of Public Safety Cases as a Percentage of Total Cases.	13%	13.50%	N/A	Ongoing.	Division computer reports.	Monthly	Divide Public Safety Cases by Total Cases Resolved.	1.1.2
LE Field Operations	The Number of Search and Rescue Hours.	2,224	4,415	N/A	Ongoing.	Division computer reports.	Monthly	Addition.	1.1.2
LE Investigations	The Number of Boating Accidents Reported and Investigated.	111	108	N/A	Ongoing.	Marine Investigations files.	Monthly	Addition.	1.1.2



Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
LE Investigations	The Number of Boating Accident Injuries Reported.	83	58	N/A	Ongoing.	Marine Investigations files.	Monthly	Addition.	1.1.2
LE Investigations	The number of Boating Accident Fatalities Reported and Investigated.	14	28	N/A	Ongoing.	Marine Investigations files.	Monthly	Addition.	1.1.2
LE Investigations	The Number of Boats Reported Stolen.	58	65	N/A	Ongoing.	Marine Investigations files.	Annually	Addition.	1.1.2
LE Investigations	The Number of Outboard Motors Reported Stolen.	46	25	N/A	Ongoing.	Marine Investigations files.	N/A	Addition.	1.1.2
LE Investigations	The Number of Stolen Boats Recovered.	15	16	N/A	Ongoing.	Marine Investigations files.	Annually	Addition.	1.1.2
LE Investigations	The Number of Stolen OB Motors Recovered.	9	6	N/A	Ongoing.	Marine Investigations files.	Annually	Addition.	1.1.2
LE Investigations	The Number of Tittling Investigations Conducted.	1,279	1,166	N/A	Ongoing.	Marine Investigations files.	Annually	Addition.	1.1.2
LE Investigations	The Number of Tittling Cases Resolved.	270	111	N/A	Ongoing.	Marine Investigations files.	Annually	Addition.	1.1.2
LE Investigations	The Number of Zoning Investigations Conducted.	44	29	N/A	Ongoing.	Marine Investigations files.	Annually	Addition.	1.1.2
LE Education	The Number of Hunter Safety Student Participants.	12,521	15,141	N/A	Ongoing.	LE Education Statistics.	Annually	Addition.	4.1.1
LE Education	The Number of Hunting Accidents Reported and Investigated.	41	25	N/A	Ongoing.	LE Education Statistics.	Annually	Addition.	1.1.2
LE Education	The Number of Hunting Accident Fatalities Reported and Investigated.	2	6	N/A	Ongoing.	LE Education Statistics.	Annually	Addition.	4.1.1
LE Education	The Number of Archery in the Schools Participants.	31,000	27,000	N/A	Ongoing.	LE Education Statistics.	Annually	Addition.	4.1.1
LE Education	The Number of Take One Make One Participants.	477	400	N/A	Ongoing.	LE Education Statistics.	Annually	Addition.	4.1.1
LE Education	The Number of Take One Make One Hunts.	54	69	N/A	Ongoing.	LE Education Statistics.	Annually	Addition.	4.1.1
LE Education	The Number of Schoiastic Clays Participants.	2,451	412	N/A	Ongoing.	LE Education Statistics.	Annually	Addition.	4.1.1
LE Education	The Number of Boating Safety Student Participants.	3,771	4,162	N/A	Ongoing.	LE Education Statistics.	Annually	Addition.	4.1.1

SCDNR Division: Marine Resources (MR)

MRD	The Number of Diamondback turtle hatchlings Reared.	0	500	550	July 1 - June 30	MRD staff report.	Annually	Sum of laboratory trials.	1.3.12
MRD	The Cubic Feet of Created Habitat on the State's Marine Artificial Reefs.	75,000	812,000	200,000	July 1 - June 30	MRD staff report.	Annually	SCDNR Staff Reports.	1.3.24
MRD	The Number of Marine Game Fish Stocked in Coastal Waters.	1,240,187	1,601,481	1,700,000	July 1 - June 30	MRD staff report.	Annually	SCDNR Staff Reports.	1.3.23
MRD	The Number of Bushels of Oyster Shell Collected and Recycled.	23,802	24,552	25,000	July 1 - June 30	MRD staff report.	Annually	Sum of Field Projects.	1.3.21, 4.4.8
MRD	The Number of Bushels of Oyster Shell Planted in Coastal Waters.	104,794	100,701	50,000	July 1 - June 30	MRD staff report.	Annually	Sum of Field Projects.	1.3.22, 4.4.8

SCDNR Division: Outreach & Support Services (OSS) / Executive Office (EO)

OSS	Created and implemented section training manuals for Boating and Licensing.	0	45%	100%	July 1 - June 30	Working group of boating/licensing staff and supervisors. Available in written and electronic format upon completion.	Annually & as needed	Creation of training manuals.	3.1.6
OSS	Created the New VOLTS database for Boating & Licensing.	80%	98%	100%	July 1 - June 30	Application housed by SC Interactive through the state master contract. Available as self service on the internet, through over 500 license sales vendors statewide and all SCDNR regional offices.	Ongoing system enhancements	System improvement milestones.	3.1.6
OSS IT	Continued development of high resolution elevation data from LIDAR technologies to support scientific, engineering and natural resource management applications.	45 of 46 counties completed.	0 due to adverse weather conditions.	Last of 46 counties will be completed in FY 2015.	July 1 - June 30	SC LIDAR Consortium determines priority counties for data acquisition based on available funds which are grants and contributions by agencies and counties.	Annually	Monthly status reports with final acceptance following two independent QA/QC reviews.	1.3.25
OSS IT	Continued maintenance and enhancement of the GIS Data Clearinghouse that provides spatial natural resources data to various state and federal agencies, county governments, and private sector companies in order to facilitate natural resources planning, management and research.	422,434 files downloaded.	383,251 files downloaded.	No set target, the number of files downloaded by users increases as new data are completed and added to the clearinghouse.	July 1 - June 30	Data are made available to other gov agencies and the public through the clearinghouse. Data are posted as they are developed. There is no set plan or target for pushing data to the clearinghouse. It is a method of sharing data.	Monthly	Individual map data files are published to the clearinghouse as they are completed. These data are downloaded by a wide variety of users. Download statistics are collected monthly for various internal reports.	1.3.26



Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
OSS IT	Replaced servers and storage that reached end-of-life with new equipment.	3	2	0	July 1 - June 30	Hardware is replaced as it goes end of life and is no longer supported by the manufacturer. The SCDNR works with the vendors on state contract to monitor equipment for replacement. SCDNR servers are virtualized so five physical servers provide 38 virtual servers and associated disk storage.	3 to 5 years	Equipment is evaluated for replacement based on manufacturer support and technology life cycle assessments. Most servers and storage go end of life after 3 to 5 years after which time it is obsolete and technical support and parts are no longer available.	2.3.1
OSS IT	Upgraded network services at Agency field offices and the installation of wireless access points at offices for secure staff and public access.	17 regional and field offices for router & switch upgrades & WIFI installation.	9 field offices & the Styx communications center for WIFI installation.	6 regional and field offices for bandwidth upgrades.	July 1 - June 30	Network services are evaluated and modified as part of the IT Program annual planning and budgeting process to maintain state of the art communications and network services. Agency bandwidth usage is monitored along with current technologies available.	Annually	Assessment of industry network capabilities and services available on state contract measured against bandwidth usage and projected needs. As applications become more sophisticated, increases in bandwidth and data transfer protocols are warranted.	2.3.11
OSS IT	Migrated the licensing and boat titling application from the mainframe to an integrated Oracle, web-based solution, with assistance from the State's e-commerce vendor.	0%, system was under development.	80% completed and live.	Final 20% planned for spring 2015 deployment.	July 1 - June 30	SCDNR licensing and titling set priorities for development and deployment of the various modules of the system. The primary licensing and titling system went live in November 2013 with additional modules in February and June 2014.	Status reports monthly	Regular meetings of licensing and titling and IT staff as well as e-commerce vendor and staff from other sections as appropriate to identify needs and set priorities.	2.3.12
OSS IT	Developed night hunt registration system.	85% completed and deployed in February 2013.	15% enhancements and additions deployed in February 2014.	0% system completed and operational.	July 1 - June 30	Requested by SCDNR Law Enforcement Division. They provided functional specifications.	Monthly reports on usage and any bugs or issues	Regular meetings of Law Enforcement and IT staff to evaluate performance and functionality.	2.3.12
OSS IT	Upgraded primary software systems including database, electronic document management, hurricane tracking, computer aided-dispatch, statistical analysis, GIS and image processing, antivirus protection and web filtering.	100%	100%	100%	July 1 - June 30	SCDNR uses commercial off-the-shelf software whenever possible. These software are maintained annually by payment of technical support and maintenance fees that allows download and updates to agency software. All software is maintained annually.	Annually	Commercial software maintenance is paid annually and staff download and update software systems as new versions and patches are released by the vendor.	2.3.14
OSS IT	Completed an IT risk and vulnerability assessment of Agency information technology infrastructure and selected web applications in partnership with the Division of Information Security (DIS).	0% - not planned.	100%	0% - not planned.	April 1 - June 30	SCDNR was selected by the State Division of Information Security for a risk and vulnerability assessment by Deloitte. This was completed and the results presented to the SCDNR.	One-time	DIS selected agencies that maintain PII data for the assessment. An outside consultant completed the assessment and presented results to the SCDNR regarding strengths and weaknesses in agency IT and data management procedures.	2.3.15
OSS IT	Maintained and updated the Agency's intranet site in order to disseminate internal information to staff across all offices and field stations.	25 created, 55 modified.	35 created, 60 modified.	No set target, the number of pages created or updated are dependent on needs of the agency.	July 1 - June 30	Intranet pages are created or updated as staff request changes to the content. Additionally, staff implement new web technologies as required to provide appropriate web services.	Monthly	Pages are created or updated as new information is available or as staff request content to be modified or enhanced.	2.4.8



Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
OSS IT	Migrated Agency's asset management/inventory system from the mainframe to SCEIS, including the redesign of Agency Inventory reporting and tracking procedures.	0% project not initiated.	80% completed.	20% final component.	July 1 - June 30	SCEIS and SCDNR system interface design and planning document to direct agency migration of data from legacy systems to SCEIS.	Annually	IT worked with the SCDNR asset management staff to migrate data from the mainframe to SCEIS in FY2013 and currently are working with SCDNR and SCEIS staff to modify the asset inventory tables in SCEIS, design new reporting tools, and migrate additional data elements to SCEIS.	2.5.7
OSS IT	Provided IT procurement training to Agency staff.	0%	100% completed - 3 sessions.	3 - sessions.	July 1 - June 30	Required by DNR Executive Office.	Annually	Held training classes on Agency procurement procedures including IT at three agency offices for SCDNR staff.	2.5.8
OSS IT	Awarded federal grants from the US Geological Survey and the receipt of other county government contributions to multiagency statewide LIDAR project.	1 - grant & 2 county contributions (\$309,000).	1 - grant for \$50,000.	1 - grant for \$917,000.	July 1 - June 30	Plans based on SC LIDAR Consortium priorities and objectives for LIDAR.	Annually	Priorities and goals determined by SC LIDAR Consortium based on needs and available funding. Prices are based on solicited state contract. Coverage area based on availability of funds.	2.6.10
OSS IT	Awarded federal grants from the US Geological Survey to update the South Carolina component of the Protected Areas Database of the US to identify public conservation and recreational lands.	0 - grant not established.	1 - grant for \$20,000.	0 - project will be completed.	July 1 - June 30	SC GAP analysis protected lands database was completed by the SCDNR in 2001. The data provided to the USGS needs updating. USGS provided the financial support and technical procedures for data updates and submission back to the Agency.	One-time	Evaluation of existing PADUS lands against current agency holdings and submit changes and/or additions to state and county protected lands boundaries.	2.6.11
OSS IT	Maintained the Agency's website in an effort to disseminate information to the public regarding SCDNR activities, licensing and titling, and scientific information.	573 created, 4,983 modified.	307 created, 2,892 modified.	No set target, the number of pages created or updated are dependent on needs of the agency.	July 1 - June 30	Web/Internet pages are created or updated as staff request changes to the content. Additionally, IT staff implement new web technologies as required to provide appropriate web services to staff and to the public.	Monthly	Web pages are created or updated as new information is submitted by SCDNR staff or as new technologies are implemented to improve web site performance and information or data dissemination.	4.4.12

SCDNR Division: Wildlife & Freshwater Fisheries (WFF)

WFF	Conducted reviews of projects with potential impacts on wildlife habitat, wildlife populations, or recreational programs, in conjunction with Environmental Program Section.	25	30	Ongoing.	July 1 - June 30	Staff monthly reports.	Monthly	Number of reviews.	1.1.22
WFF	Initiated reservoir habitat enhancement activities at Lake Hartwell under SC Recreational Fishing Compensation Plan with funding through Lake Hartwell PCB natural resources settlement.	0	1 site.	8 sites.	July 1 - June 30	Compensation and Settlement Plan.	Annually	Compensation and Settlement Plan.	1.1.23
WFF	Installed stump fields and gravel spawning beds in Lake Long as part of lake renovation.	0	15	12	July 1 - June 30	Staff monthly reports.	Monthly	Number of fields and beds installed.	1.1.23
WFF	Initiated reservoir habitat enhancement at Lake Marion and Lake Moultrie in partnership with Santee Cooper Country and Santee Cooper Electric Company.	Ongoing.	Ongoing.	25 sites.	July 1 - June 30	Staff monthly reports.	Monthly	Number of reservoirs enhanced.	1.1.23
WFF	Produced and stocked fish in state waters.	8,300,256	8,637,111	8,500,000	July 1 - June 30	Staff monthly reports.	Monthly	Number of fish produced.	1.1.24
WFF	Met consistently with biological staff, executive office staff and legislative liaison.	30	30	30	July 1 - June 30	Staff monthly reports.	Monthly	Number of meetings held.	1.2.9
WFF	Surveyed, inventoried and monitored fish populations in reservoirs.	18	20	20	July 1 - June 30	Staff monthly reports.	Monthly	Number of fish populations monitored.	1.2.10
WFF	Surveyed, inventoried and monitored fish populations in rivers and streams.	30	32	35	July 1 - June 30	Staff monthly reports.	Monthly	Number of fish populations monitored.	1.2.10
WFF	Conducted research and monitoring projects on deer, black bear, gopher tortoise, black rail, alligator, wild turkey, waterbirds, and migratory waterfowl.	Ongoing.	Ongoing.	Ongoing.	July 1 - June 30	Staff monthly reports.	Monthly	Ongoing.	1.3.27
WFF	Conducted meetings regularly with senior wildlife section staff.	12	24	24	July 1 - June 30	Staff monthly reports.	Monthly	Number of meetings held.	2.4.9, 2.4.10



Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
WFF	Conducted meetings regularly of biological and technical staff.	4	4	4	July 1 - June 30	Staff monthly reports.	Monthly	Number of meetings held.	2.4.9, 2.4.10
WFF	Conducted annual meeting with freshwater fisheries staff.	1	1	1	July 1 - June 30	Staff monthly reports.	Annually	Number of meetings held.	2.4.9, 2.4.10
WFF	Created and distributed monthly budget reports to all project leaders.	0	12	12	July 1 - June 30	Business manager.	Monthly	Budget calculations.	2.5.9
WFF	Secured grant funds to enhance wildlife habitat across the state.	\$175,000	\$200,000	\$225,000	July 1 - June 30	Federal.	Annually	Amount of grant funds.	2.6.12
WFF	Secured funds to monitor Atlantic and shortnose sturgeon.	Ongoing.	Ongoing.	Ongoing.	July 1 - June 30	Federal.	Annually	Amount of funds.	2.6.13
WFF	Conducted training programs for commercial driver's license, driver safety, rocket nets, bear attack response, and capture and immobilization of wildlife.	Ongoing.	Ongoing.	Ongoing.	July 1 - June 30	Ongoing.	Monthly	Number of participants.	3.2.8
WFF	Continued progress on a pay plan for WFF staff.	Ongoing.	Ongoing.	Ongoing.	July 1 - June 30	Deputy Director's Office.	Ongoing	Criteria and objectives.	3.2.9
WFF	Prepared news releases for media outlets.	70	75	75	July 1 - June 30	WFF staff.	Monthly	Number of news releases.	4.1.12
WFF	Responded to inquires from public on wildlife and freshwater fisheries issues.	6,400	6,500	6,500	July 1 - June 30	WFF staff.	Monthly	Number of inquires.	4.1.12
WFF	Consolidated hunting regulations.	Began.	Finished.	N/A	July 1 - June 30	WFF staff.	Annually	N/A	4.1.13
WFF	Enabled data collection on SCDNR lands.	Began.	Ongoing.	Ongoing.	July 1 - June 30	WFF staff.	Annually	Ongoing.	4.2.7
WFF	Conducted public meetings on proposed changes to regulations for blue catfish.	Began.	Finished.	N/A	July 1 - June 30	Scheduled meeting.	Annually	N/A	4.2.8
WFF	Coordinated family fishing clinics across the state.	22	34	34	July 1 - June 30	Scheduled meeting.	Monthly	Number of clinics.	4.4.13
WFF	Coordinated youth fishing rodeos.	15	15	15	July 1 - June 30	Scheduled meeting.	Monthly	Number of rodeos.	4.4.13
WFF	Coordinated fish art contests.	2	2	2	July 1 - June 30	Scheduled meeting.	Annually	Number of contests.	4.4.13
WFF	Coordinated Trout in Classroom Programs.	18	25	25	July 1 - June 30	Ongoing.	Monthly	Number of schools.	4.4.13
WFF	Conducted education programs on wildlife management issues across the state.	180	250	250	July 1 - June 30	Scheduled meeting.	Monthly	Number of programs.	4.4.14

