

**THE DEADLINE FOR SUBMISSION OF ACCOUNTABILITY REPORTS  
(ELECTRONIC PLUS FOUR PRINTED COPIES) IS  
SEPTEMBER 14, 2007**

**Accountability Report Transmittal Form**

Agency Name The South Carolina Conservation Bank

Date of Submission September 14, 2007

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Agency's Contacts Telephone 803-734-3986

## **SECTION 1 - EXECUTIVE SUMMARY**

### **1. MISSION AND VALUES**

The Mission of the South Carolina Conservation Bank is to establish an ongoing program to promote conservation of significant lands and habitats in South Carolina and to improve the quality of life by conserving natural resource lands, wetlands, historical lands, and archeological sites important to the future of the State.

To accomplish this mission we will:

\*Fairly and equitably distribute funding for conservation and instill public integrity and usefulness in our programs.

\*Provide education and guidance to stakeholders on statutory requirements and priority conservation issues.

\*Recommend improvements to the statute as needed to ensure its long term viability and efficiency.

\*Support the education of the public and our customers in the role and opportunities the Bank provides in conserving natural resources.

The values of our agency are: Fairness; Integrity; Customer and Stakeholder Focus; and Accountability

### **2. MAJOR ACHEIVEMENTS FROM PAST YEAR**

The Conservation Bank has only been in existence for three years in this reporting period. It has however achieved the following:

- a) It has re-negotiated an MOU with a state agency to provide office space, telephones and clerical support.
- b) A new web site has been created using private funding and is accessible at [www.sccbank.sc.gov](http://www.sccbank.sc.gov). Updating will be ongoing.
- c) The Bank has already completed its fourth independent audit and was found in compliance.
- d) An official focus group for input and communications with stakeholders is on going with environmental, conservation, hunting and fishing, and business interests represented and is providing valuable input.
- e) A technical review panel meets as needed.
- f) The Conservation Bank has formulated and approved its grant application process and its awards criteria program and is on line

- g) The Bank has now protected through easements and fee simple purchases and matching grants with private and other government sources in excess of 107,000 acres of significant lands; farms; and historical sites located geographically across the entire State.
- h) The Bank used its funding and ability to partner with other sources of match funds and leveraged its average expenditure per acre to only a cumulative total of \$562.
- i) The administration of the Bank is paid out of interest income thereby freeing up additional trust funds for land acquisition. Administrative expenses were less than .01% of expenditures.
- j) The Bank has tripled the number of funded grants and more than doubled the amount of acreage in this fiscal year as compared to last fiscal year.

### **3. KEY STRATEGIC GOALS FOR THE PRESENT AND FUTURE YERS**

The South Carolina Conservation Bank's Strategic Plan is designed to focus on the following basic objectives:

\*Goal - To establish sustainable amounts of diverse habitat reflecting the values of South Carolina citizens.

Objective: Within the next five years improve the abundance and distribution of conserved properties.

\*Goal - To enhance the use and enjoyment of conserved habitats consistent with the mission of the Conservation Bank Act.

Objective: To increase the distribution, number, and types of opportunities for use of conserved habitats.

Objective: To develop and maintain an inventory of conserved properties.

\*Goal - An informed and supportive public that has ownership in both conservation practices and benefits.

Objective: To improve public awareness and understanding of resource management issues and increased opportunities to participate in the process.

\*Goal - To Develop and maintain effective and supportive partnerships that enable the Conservation Bank and its partners to reach mutual goals in conservation.

Objective: To increase successful projects and programs that involves collaborative partnerships.

\*Goal - To develop and maintain effective support and planning systems.

Objective: Develop and implement an effective criteria award priority system for conservation proposals.

Objective: Develop web site with continuing updates.

Objective: Develop strategy for an integrated business and budget planning system to guide the agency in allocating services and resources.

Objective: Develop tracking system on heir's property.

Objective: Establish update system on accomplishments for stakeholders.

Objective: Establish working focus groups and technical review panels to advise agency on issues and to provide stakeholder input.

**4. OPPORTUNITIES AND BARRIERS THAT MAY AFFECT THE AGENCY'S SUCCESS IN FULLFILLING ITS MISSION AND ACHIEVING ITS STRATEGIC GOALS.**

**Opportunities:**

1. Because the Conservation Bank is a new agency and because many other states already have similar agencies the Conservation Bank has had the opportunity to study other states efforts and utilize their successes and failures.
2. The opportunity to partner with other government and private entities having similar goals and objectives.
3. Many large landowners are currently placing large tracts of land on the open market. The window of opportunity to conserve large tracts of land in SC is available now.

**Barriers:**

1. The oscillating economy may present continuing problems.
2. The window of opportunity to conserve large tracts of land that currently exists may be short lived.
3. Section Five of the SCCBank Act stipulates that if the General Assembly in the annual general appropriations act provides less appropriations than what was provided the previous year to at least half of the state agencies or departments or if the Budget and Control Board orders across the board budget cuts the Conservation Bank will receive no further funding for that fiscal year.
4. The escalating costs of real estate in South Carolina.

**5. HOW THE ACCOUNTABILITY REPORT IS USED TO IMPROVE ORGANIZATIONAL PERFORMANCE.**

The accountability report is frequently compared to the strategic and business plans to make frequent checks on the performance of the Bank towards its progress on goals and objectives.

**SECTION II – ORGANIZATIONAL PROFILE**

**1. Organization's main products and services and the primary methods by which these are delivered:**

The South Carolina Conservation Bank was created by the General Assembly and signed into law by the Governor under Act. 200 in April 2002 and began operations in January 1, 2003. The Bank is in its third year of funding operations and was established to aid in the conservation and preservation of and public access to wildlife habitats, outstanding natural areas, sites of unique ecological significance, historical sites, forestlands, farmlands, watersheds, as an essential element in the orderly development of the State of South Carolina.

2. Key customer segments linked to products/services-Qualified land trusts, conservation organizations, environmental organizations, other government agencies, businesses that qualify, and landowners.
3. Key stakeholders-Governor, General Assembly, State Treasurer, qualified eligible recipients, owners of heir's property other landowners.
4. Key suppliers-The General Assembly, other state agencies, federal government, and private foundations.
5. Operations locations-Room 316, Dennis Bldg., 1000 Assembly St., Columbia, S.C.
6. Number of employees: one (1)
7. Regulatory environment under which your organization operates – N/A
8. Key Strategic Challenges – (1) financial; (2) interface with qualified entities; (3) education
9. Performance Improvement System - The Conservation Bank use its strategic plan, customer focus and a Focus Team for performance improvements which are detailed in Category 2, 3 and 4 of this report on pages 9 and 10.

10. Organizational structure - The Conservation Bank consists of a twelve member Board appointed by the Governor, Senate, and House of Representatives. It has one employee, an executive director. The executive director carries out the policies as set by the Board within its statutory mandates in conjunction with review by the Board Chairman.
11. Expenditures/Appropriations Chart – see attached.
12. Major Program Areas Chart – see attached

**SOUTH CAROLINA CONSERVATION BANK**  
Organization Chart  
SEPTEMBER 14, 2007

**SC CONSERVATION BANK BOARD**

Charles Lane, Chairman

Thomas W. Miller, Vice Chairman

Weston Adams, III, Andrea Clark, Elliott Close,

Ben Geer Keys, James Roquemore

*Ex-Officio:* Frank A. McLeod, III; Mike McShane, Chad Prosser

Executive Director  
Marvin N. Davant  
803-734-3986

## Accountability Report Appropriations/Expenditures Chart Example

The chart form is available at [www.state.sc.us/osb](http://www.state.sc.us/osb). Use the chart for Section II Business Overview Item 3 in the accountability report.

### Base Budget Expenditures and Appropriations

Major Budget Categories	05-06 Actual Expenditures		06-07 Expenditures		07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$61,166.58	none \$	\$69,000.00	\$none	\$70,000.00	\$none
Other Operating	\$25,579.55	none \$	\$31,728.00	\$none	\$46,728.00	\$none
Special Items	\$13,996,039	none\$	15,134,094	\$none	\$21,116,272	\$none
Permanent Improvements	none\$	none\$	\$none	\$none	\$none	\$none
Case Services	none\$	none\$	\$none	\$none	\$none	\$none
Distributions to Subdivisions	none\$	none\$	\$none	\$none	\$none	\$none
Fringe Benefits	\$15,178.00	none\$	\$15,178.00	\$none	\$17,000.00	\$none
Non-recurring	none\$	none\$	\$none	\$none	\$none	\$none
<b>Total</b>	<b>\$14,097,963.13</b>	<b>none\$</b>	<b>\$15,250,000.00</b>	<b>\$none</b>	<b>\$21,250,000.00</b>	<b>\$none</b>

### Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	\$none	\$none
Capital Reserve Funds	\$none	\$none
Bonds	\$none	\$none

### Interim Budget Reductions

Total 03-04 Interim Budget	Total 04-05 Interim Budget
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<b>Reduction</b>	<b>Reduction</b>
\$none	\$none

### **SECTION III - ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA**

#### **Category 1 - Leadership**

Leadership of the Conservation Bank consists of a twelve man board, a chairman and vice chairman. This Board sets the policies of the agency. An executive director provides the administration and management as set by the Board. Direction is set by the Business Plan and the Strategic Plan. Leadership is focused on external and internal customers by supporting the goals and objectives of the agency. These objectives are directly related to the Strategic Plan and the performance measures thereof. Management provides a monthly update to the Board Chairman Fiscal accountability is promoted and maintained by having an outside state agency provide accounting and financial services to the Bank. Oversight is by the Board in quarterly reviews. Only the Board has authority to make grants which are reviewed by outside counsel and the Comptroller General's office. The agency also has an annual audit by an outside accounting firm.

The Executive Director has been trained in quality management principles, team leadership, and Baldrige Criteria. Public trust is a vital element of maintaining voluntary participation in conservation. We maintain a high degree of business ethics by:

- 1) Communicating with and including customers and stakeholders in our planning processes proactively;
- 2) Availability for input through email and advisory positions from agency staff; and
- 3) By review of the agency processes and procedures by the Technical Review Team and outside legal counsel.

The Conservation Bank has partnered with business groups such as The State Chamber Of Commerce, SCBIPEC, Farm Bureau; state agencies such as PRT, SCDNR, and SC Forestry; and private sector groups such as The Conservation Fund, Ducks Unlimited, The Nature Conservancy, and others. This collaboration has provided private sector funding, office space, technical review, and legal counsel. We are frequently called upon to make presentations on conservation and the role the Conservation Bank plays.

#### **Category 2 - Strategic Planning**

The agency's strategic plan is the basis for the planning process. The plan is directed towards the future for business decisions, management, and resource allocations as well as agency priority decisions. Our focus is to continue to seek input from our customers and stakeholders and to form and implement collaborative partnerships with all qualified entities. The annual business plan objectives are specifically related to the Strategic Plan.

### **Category 3 - Customer Focus**

The Bank's implementation and planning process has identified the agency's key customers and stakeholders as those qualified entities who qualify for funding under the Conservation Bank Act such as: land trusts, environmental and conservation organizations; the state agencies which qualify (PRT, SCDNR, SC Forestry); federal government and municipalities; elected officials, The Governor, Lt. Governor, The General Assembly; and landowners in South Carolina. We determine our customers from the services we provide. We then seek our customer feedback through our focus group and technical review team. This gives us the opportunity to determine our customer needs by defining terms, asking questions, and allowing our customers and stakeholders to proactively be involved in setting the standards by which they will have to comply in order to partner with the Conservation Bank. We will then generate strategies to address and include our customers' needs. This process not only builds public awareness and confidence but also gives the stakeholders and customers a real ownership in the process and the product. Quarterly progress reviews are given to the Focus Team and the Technical Review Team to disseminate what has been accomplished and to receive feedback and improvement suggestions. Our WEB site contains status updates and the opportunity for feedback from the general public. Many of our performance measures are tied directly to customer expectations.

### **Category 4 - Measurement, Analysis, and Knowledge Management**

The agency uses the feedback data from its Focus Team and its Technical Review Team and other partners to identify improvements that will further educate our customers and stakeholders as well as the general public as to the role of the Conservation Bank in conserving significant lands in S.C. Continued research on other state's programs will lead to common key measures and national performance measures when the data is available for comparison. The SCCBank has only one employee. Extensive business records of all grant transactions and award criteria will be available when made.

### **Category 5 - Human Resource Focus**

The South Carolina Conservation Bank currently has one employee, an executive director. The position description is written to tie directly to the mission of the agency. The director has direct access to the Chairman of The Board and to all Board members. Additionally, the agency has direct communication ties to PRT, SCDNR, and the SC Forestry Dept. that enhances the resource capability of the office. The executive director has attended the SC Executive Institute, The Federal Executive Institute, and many quality and leadership training skills courses. The executive director as well as the entire Board is well known and active in their respective communities. Employee well being is important to the agency and when any new employees are hired the agency will continue to stress this priority.

## **Category 6 - Process Management**

The key processes of the Conservation Bank will be the Grant Application process, the Project Priority grading process and funding capability of the Bank. The grant application and project priority process have been established utilizing the majority of the feedback from the end users and has been implemented. It has a high level of customer satisfaction as it was designed by a consensus of end users. Mission, service performance, and operational performance has been outstanding. The Bank has just completed an outside audit and has been found to be in compliance. The agency is well within its adopted budget.

## **Category 7 - Business Results**

The current short term business plan of the agency is to continue to have its administrative responsibilities, its policies, its processes including grant application, funding cycles, and funding priorities as well as public education and awareness operating at a high level.

**Customer satisfaction** - The Bank has involved the majority of its customers and stakeholders in all of its processes to date. The level of customer satisfaction in the process has exceeded expectations according to feedback from our Focus Group and Technical Review Team.

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

In our short term business plan our performance measures meet or exceed expectations. The Conservation Bank has increased the number of grant proposals and the number of acres conserved at a very low cost to the Bank by a fourfold amount.

Strategic Planning

Strategic Planning			
Program	Supported Agency	Related FY 06-07	Key Cross
Number	Strategic Planning	Key Agency	References for
and Title	Goal/Objective	Action Plan/Initiative(s)	Performance Measures*
Program 1 Admin.	Establish sustainable amounts of diverse habitat reflecting the values of the citizens of South Carolina	Within the next five years improve the distribution and abundance of conserved properties through conservation easements, low interest loans, and fee simple purchase of significant lands from willing landowners.	*conserved a cumulative total of 107,000 acres of diverse habitat
Program 1 Admin.	To enhance the use and enjoyment of conserved habitats consistent with the mission of the Conservation Bank.	By increasing the distribution, number, and types of opportunities and by developing an inventory of conserved properties.	* increased the number of grants funded from 41 to 75. These sites are significant and distribution is statewide
Program 1 Admin.	To improve public awareness and understanding of resource management issues and increased opportunities to participate in the conservation easement process.	By improving public awareness and understanding of resource management issues and increased opportunities to participate in the process by speaking engagements, educational material, and involvement in technical review and focus groups.	Made 14 speaking engagements. Attended 4 joint conferences. Implemented and met 2 times with technical review and focus group.
Program 1 Admin.	To develop and maintain effective and supportive partnerships that enable the SCCBank and its partners to reach mutual goals in conservation.	By increasing successful projects with qualified entities that involve collaboration between the Bank, the qualified entity, and the landowner.	Continued quarterly meetings between SCCBank and Qualified Entities; created communications link by web site with all entities.
Program 1 Admin.	Develop and maintain effective support and planning systems.	Develop and maintain an effective grant award criteria system; develop and update web site; develop tracking system on heir's property; establish accomplishment system for stakeholders; establish working focus and review groups for advice and input.	Designed and implemented award criteria; designed and implemented grant application; redesigned the web site; heirs property report completed; continued communications with focus and technical review teams.
Program 1 Admin.	Establish update system on accomplishments for stakeholders		Accomplishments updated biannually.


\* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

**Major Program Areas**

<b>Program Number and Title</b>	<b>Major Program Area Purpose (Brief)</b>	<b>FY 06-07 Budget Expenditures</b>	<b>FY 07-08 Budget Expenditures</b>	<b>Key Cross References for Financial Results*</b>
Program 1 Admin.	To conserve significant properties in SC by conservation easements, low interest loans, and purchase of title.	<b>State:</b> <b>Federal:</b> <b>Other:</b> \$15,134,094 <b>Total:</b> <b>100% Of Total budget</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> \$21,116,272 <b>Total:</b> <b>100% of Total Budget:</b>	
		<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b>  <b>% of Total Budget:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b>  <b>% of Total Budget:</b>	
		<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b>  <b>% of Total Budget:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b>  <b>% of Total Budget:</b>	
		<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b>  <b>% of Total Budget:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b>  <b>% of Total Budget:</b>	

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

<b>Remainder of Expenditures:</b>	<b>State: Federal: Other: Total:     % of Total     Budget:</b>	<b>State: Federal: Other: Total:     % of Total     Budget:</b>
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\* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.