

Fiscal Year 2006 - 2007



Annual Accountability Report

PRT South Carolina
Department of Parks, Recreation & Tourism

Section I – Executive Summary

Mission and Values

The citizens of South Carolina are served by and benefit directly from the economic development activities of the agency. Accountability at SC Department of Parks, Recreation, & Tourism (SCPRT) is both a measurement system and a relationship system. By promoting tourism and supporting the expansion and continued growth of the tourism industry, SCPRT plays a key role in accomplishing the objective of increasing personal income of South Carolinians. The agency's mission is to *raise personal income of South Carolinians by creating a better environment for economic growth through delivering state government services more effectively, improving quality of life, and promoting economic development through tourism.*

Through SCPRT's tourism-based Community and Economic Development efforts, it is also able to extend the benefits of tourism to all areas of the state and to assist rural and lesser-developed communities in generating economic activity. In South Carolina's State Parks, visitors are given the opportunity to experience the diverse natural and cultural resources that project the essence of South Carolina. Whether it is a park visitor, a recreation enthusiast, or a tourism visitor to the state, SCPRT employees work together to help each of these unique individuals discover the cultural and natural resources that our state offers. Additionally, employees work hard to balance the needs of future generations of visitors without sacrificing the resources of today.

Key Strategic Goals

SCPRT uses its strategic plan to better align its resources with its core mission and to adapt to the current economic realities. Also, each key program area of the agency operates from a comprehensive annual plan. A list of key initiatives is in place to support the agency with achieving two strategic objectives: (See Category 2.1)

1. Grow South Carolina's economy through promoting tourism and effectively marketing the state as a preferred travel destination.
2. Improve financial performance of the State Park Service in order to create funds for reinvestment in the park system to ensure future revenue growth, improve resources, develop / acquire new resources, advance park programs, and enhance parks as tourism assets without requiring additional state general fund dollars.

Opportunities & Barriers

Tourism Economy

Tourism's size, unique character, and relative importance to the state's economy require dedicated resources and specialized expertise. The purpose of the Tourism Program is to positively impact the state's economy by attracting visitors to expend discretionary income in South Carolina. The program objective is achieved through integrated research, marketing, sales, visitor services and grants strategies. On behalf of the state's tourism industry, SCPRT develops and implements an annual multi-faceted marketing plan that promotes the state's cultural, natural and man-made tourism resources for the purpose of attracting visitors to the state. The marketing plan strategies target key domestic and international consumer and trade markets.

The Domestic Consumer Advertising programs seek to attract new visitors as well as repeat visitors, encouraging extended stays and increased expenditures. Marketing efforts continue to target women who make or influence the leisure travel decisions in the household, with messaging focused on affluent activities. Golf is a critical niche market in the state; therefore, a continued effort to position South Carolina as a premium golf destination was recognized.

The international sales and marketing program implemented strategies and tactics in targeted international markets (Canada, United Kingdom, Ireland, Germany, and other European countries) always incorporating the South Carolina brand. SCPRT partnered with many regional tourism offices to conduct various media and tour operator familiarization tours.

SCPRT's Public Relations program works closely with its marketing and sales team to generate additional exposure for the state. The fiscal year represents the first full year that SCPRT contracted with a professional travel and leisure public relations firm for increased exposure, especially in national media. The program also helped strengthen media relationships for South Carolina with journalists who write for national publications like the New York Times and Travel + Leisure magazine. Through its efforts, which include fulfilling media inquiries, hosting travel media, pitching stories to targeted media and other strategies, the program has secured placements in national and international publications.

Welcome Centers

SCPRT oversees the state's nine Welcome Centers. The South Carolina Welcome Center Program's main purpose is to increase South Carolina visitor spending through frontline marketing of traditional and nontraditional destinations, influencing future consumer travel plans, and encouraging retirement-relocation to the state. The Welcome Center Program often serves as the first impression of the state's hospitality shown to our tourists and travelers. The Welcome Centers have thriving statewide partnerships with Department of Transportation, S.C. Federated Garden Clubs, Keep America Beautiful, the National Heritage Corridor program, the Emergency Management Division and additional partnerships with a variety of local educational, cultural, social and governmental organizations. Additionally, statewide destinations and attractions partner with the program to support its extensive travel coordinator training program. (See Figures 7.1.4 and 7.3.6)

State Park Service

The State Park Service is primarily focused on providing recreational access to the state's natural resources. The State Park Service works closely with other resource agencies to protect our state's natural resources and to balance access with conservation. In addition to the management of natural resources, the State Park Service also manages cultural and historic resources. (See Figures 7.2.1 and 7.2.2)

The State Park Service and Welcome Center Program are unique in state government in that their customers actually have a choice in whether or not to use their services. It is this characteristic of the State Park Service and the Welcome Center Program, in combination with the role they play in supporting tourism, which makes them both a logical partner with the other programs of SCPRT. SCPRT is focused on marketing to and fulfilling the needs of consumers. Likewise, the State Park Service and the Welcome

Center Program must have a similar focus on the consumer, because each must “attract” its customers. (See Figures 7.2.4 and 7.2.5)

Major Achievements

Tourism

One of our main functions is to market the state to travel consumers to increase the number of customers who patronize the diverse businesses that make up the tourism industry. In addition, we provide for the system of facilities that provide consumers with experiences in our natural environment and cultural heritage. No other agency engages in the level of marketing and visitor services on the scale that SCPRT does. In 2006, domestic travel expenditures in South Carolina totaled over \$9.1 billion, up 6.9% over 2005. (See Figure 7.1.1)

Tourism growth, measured by Accommodations Tax collections from FY 06-07 (tax revenue months July to June) versus FY 05-06, was 5.6% in the top five tourism counties, 7.7% in the 15 mid-range tourism counties. Accommodations Tax collections were virtually unchanged (-0.1%) in the 26 lowest tourism counties. Overall state Accommodations Tax collections were up 5.8% and Admissions Tax collections were up 6.9% after twelve months of FY06-07 versus the same period of FY05-06. (Source: South Carolina Department of Revenue)

SCPRT’s FY06-07 marketing budget (excluding personnel) totaled \$15.2 million, a 6 % increase over the previous fiscal year. Over the past 4 years, from FY03-04 to FY06-07, funds allocated to the marketing budget have increased by 25%, from \$12.2 million to \$15.2 million.

During the 2006 calendar year, five major economic development projects announced plans to build new facilities. The combined capital investment of these projects totaled \$522 million with plans to create over 3,300 new jobs. One of these announcements is of particular significance for it was the single largest tourism-related capital investment project ever announced in South Carolina’s history – Hard Rock Park, Myrtle Beach. (See Figure 7.1.6)

State Park Service

It is projected that the South Carolina Park Service will reach its three year goal of \$5 million additional revenue for re-investment. During the previous review period the Park Service was able to reinvest \$2 million into the core mission of the State Park Service. This accomplishment has been made possible through innovative programs and a commitment to improve efficiencies in the operations of the State’s forty-seven parks. By focusing on its business components, the park service continues to make strides toward these efficiencies. The continued use and expansion of the Central Reservation System for marketing and "specials" have increased both revenue and visitation at key sites. In addition the Park Service has implemented an innovative program that targets five parks into an “enterprise zone” where special emphasis is placed on revenue generation, customer service and increased efficiencies. Results and practices at these parks are used at other sites as well. Through these efficiencies statewide, the Park Service for the first time in history generated over 20 million dollars in revenues in FY06-07, up 11.9% over FY05-06. Despite the rising costs of many fixed operational costs, expenses increased only 5.8%, leaving over \$2 million dollars for re-investment into state parks in FY07-08.

Self-sufficiency is defined as the percentage of the total park system budget derived from park-generated revenue. The Park Service's target is 78% self-sufficiency. At year end in FY 06-07, the park service was 77% self-sufficient. When comparing S.C. to other states, particularly in the Southeast, S.C. continues to perform in the top ten of self-sufficient systems in the nation. The national average is 42%. (See Figure 7.3.7)

With the acceptance by the public of the Central Reservation System (CRS) and with the efforts of the Office of Tourism Sales and Marketing, the overnight lodging rental nights continue to increase. Cabin rentals increased from 24,137 to 31,589 from FY 05-06 to FY 06-07, an almost 31% increase. And campsite rentals went up from 288,549 to 325,066 from FY05-06 to FY 06-07, an increase of almost 13%. (See Figure 7.2.5)

Improvements

DiscoverSouthCarolina.com was officially launched in March 2006. Comparative data show an 86% increase in visits in March-June 2007 over March-June 2006. The State Parks consumer website, SouthCarolinaParks.com, also launched in March 2006 showed a 74% increase in visits for the same period in 2007 over 2006. Niche market micro-sites were launched in January 2007 (SouthCarolinaGolf.com), February 2007 (SavorSouthCarolina.com), and March 2007 (CarolinaGirls.Travel). The sites generated advertising revenue for SCPRT totaling \$138,000. (See Figure 7.1.3)

SCPRT introduced a new grant program, the Tourism Partnership Fund (TPF) for FY 07-08. This program replaces the grant program formerly known as the Tourism Marketing Partnership Program (TMPP). Program enhancements are the result of input from a cross section of members of South Carolina's tourism industry. The mission of the TPF is to advance the economic benefits of tourism throughout the state by providing financial assistance to qualified partners for tourism marketing through a competitive grant process. The new matching grant program offers greater flexibility regarding the types of tourism marketing initiatives it will fund, and the application process has been simplified. Further, SCPRT has accelerated the submission deadline in order to announce reward recipients sooner. (See Figures 7.3.3, 7.3.4 and 7.3.5)

The S.C. State Park Service in partnership with the Outdoor Advertising Association of South Carolina continues its successful billboard program. SCPRT is also partnering with Fuji and BMW to produce a premium coffee-table book as part of the upcoming 75th anniversary celebration. Additionally, SCPRT is exploring a public-private partnership to underwrite the development of a statewide comprehensive guide to be introduced as part of the 75th anniversary celebration.

SCPRT generated significant revenue from ad sales in the annual Smiles and Places Visitors Guide, generating revenue to cover about 50 percent of the printing cost for the four-color, award-winning publication. For the third consecutive year, SCPRT also posted the guide on-line in an electronic format. Research is underway to identify what attributes of the guide are most valued by consumers. Findings will influence content and format of future editions of the marketing tool.

In 2006, the Tourism Cluster Committee of the South Carolina Competitiveness Initiative (New Carolina) hired Tourism Development International (TDI) to develop a Tourism Action Plan for South Carolina, the first such plan for the state's tourism industry. TDI's overall assessment was that South Carolina is underperforming its potential. One of the

major recommendations was a state-wide product development plan. South Carolina has a strong coastal tourism draw but does not have established distinctive destinations inland where there are significant cultural, historical, and natural resources. TDI proposed the establishment of eight Tourism Destination Areas (TDAs) which will draw visitors through a combination of attractions, facilities and amenities. The Tourism Cluster Committee has adopted this recommendation and plans to move forward in the development of Tourism Concept Plans for each of the eight TDAs in FY2007-08.

SCPRT has also made strides in the way that it analyzes data. FY05-06 was the pilot year for a new 'dashboard' reporting system where the various functional areas of SCPRT maintain and present quarterly reports on data they collect that is useful for performance review and decision making by the agency. During FY 06/07 this new performance measurement reporting system was improved and aligned with agency head evaluation and budget cycles. (See Category 7)

Section II – Organizational Profile

1. (& 5.) Major Products, Services & Operation Locations

Due to SCPRT's diverse services, the agency covers a broad scope of locations and sites that are significant naturally, culturally, and historically. Operation locations include a central office complex located in Columbia and a variety of State Park sites, Welcome Centers, and two Discovery Center. SCPRT has four major program areas: Tourism Sales & Marketing, Tourism-based Community & Economic Development, State Parks, and Recreation.

State Parks

The Park Service manages and protects:

- More than 80,000 acres of South Carolina's natural and cultural resources;
- 47 operational parks including eight historic properties; and
- More than 1,500 separate buildings, 155 cabins, 80 motel rooms, 3,000 campsites, two 18-hole golf courses, two saltwater fishing piers, 42 ponds, 156 miles of paved roads, and more than 300 miles of hiking and riding trails.

Parks feature natural and cultural resources of such exceptional caliber they warrant special protection; opportunities for recreation in a natural setting as well as facilities to serve the neighboring community or region; while offering these recreation opportunities for visitors to experience without compromising the integrity of the resource.



Recreation, Planning & Engineering

- Assesses statewide needs, issues, and public opinion on recreational topics;
- Promotes outdoor recreation including trails and greenways;
- Provides technical assistance to communities on a wide range of parks and recreational issues, including conceptual planning, facility management, and grant needs; and

- Administers four federal and state funded grant programs that assist with acquisition and development of parks and recreation facilities.

Tourism Sales & Marketing

As an economic driver, tourism brings new dollars into the state's economy rather than recycling existing dollars. The purpose of the SCPRT Tourism Program is to positively impact the state's economy by attracting visitors to spend money in South Carolina. The program:

- Works to create and sustain the tourism image of the state;
- Works with industry partners to leverage tourism investment through cooperative programs;
- Provides leadership to identify opportunities and to squarely face challenges to the state's tourism economy; and
- Provides financial and marketing assistance to eligible state, non-profit tourism marketing entities through the Tourism Partnership Fund (TPF), a matching grants program.
- Develops and implements an annual multi-faceted marketing plan that promotes the state's cultural, natural, and man-made tourism resources for the purpose of attracting visitors to the state;
- Contracts to assist with Canada, United Kingdom, Ireland, Germany, other European countries and other international inquiries; and
- Assists group tour operators and leaders in finding details about attractions, accommodations and restaurants, plus contact information for South Carolina's tourism regions.

Public Relations and Information

This program supports marketing and sales efforts and extends the state's paid tourism message by securing free publicity. The program provides two primary functions:

- Proactive media relations (i.e. press releases, pitches, media marketplaces, press trips); and
- Support services (response to media inquiries, information research, and referral).

Welcome Centers and Discovery Centers

The network of state Welcome Centers and Discovery Centers provide free travel services, including reservation assistance, routing assistance, trip planning assistance, translation services and pro-active distribution of a broad range of South Carolina travel-related literature.

- Exists to increase travel expenditures and expand economic development within the state's tourism industry.
- Offer services that simplify the travel experience for visitors and encourage them to stay longer and spend more money in the state.



Tourism Community and Economic Development

This program area's purpose is to attract and facilitate new and expanding quality destination tourism developments in the state, as well as to develop rural initiatives that

use natural, cultural, and historic resources to provide economic development through tourism.

Heritage Tourism

Much of South Carolina has potential for heritage tourism development. Currently, significant heritage tourism development is taking place in the South Carolina National Heritage Corridor. The Corridor consists of 14 counties and over 250 miles, divided into four distinct regions. The corridor stretches along the western border of the state from Charleston to the mountain foothills. Heritage tourism includes:

- Historic, cultural and natural amenities;
- Folkways, the arts, the surrounding landscape and geography, the history of the peoples who settled there and the recreational amenities of an area;
- Experiences that are interactive, educational, authentic and entertaining; and
- Developing heritage tourism products relating to the Revolutionary War and Civil War, political history, and agricultural and industrial themes.

Research and Policy Development

The Research and Policy Development staff provides marketing research and economic data related to tourism in the business community and conducts research to support industry decision making. The team also provides support and strategic policy recommendations to the agency to further the agency's mission to improve the economic well-being and quality of life in South Carolina.

Grant Funding

A variety of grants are available to non-profit and governmental organizations to develop traditional marketing materials, purchase advertising to attract visitors, develop heritage products, acquire land for the purpose of public recreation, plan and develop new indoor or outdoor public park and recreation facilities, and implement trail-related projects.

2. Key Customer Segments

SCPRT provides direct service to primary customer groups through the Park Service, Welcome Centers, and Discovery Centers. State Park visitors are given the opportunity to experience the diverse natural, cultural, historic, and recreational resources that project the essence of South Carolina. Each year, over seven million domestic and international travelers and state residents rely on the wide variety of travel services offered at the state's Welcome Centers. The centers generate millions of dollars annually in additional travel revenue for the Palmetto State through such services as complimentary lodging and attraction reservations, and proactive one-on-one marketing. SCPRT's main customers are the residents of South Carolina and the state's tourism industry, and the approximately twenty-six million annual out-of-state visitors to South Carolina.

3. Key Stakeholders

SCPRT maintains an ongoing dialogue with stakeholders including:

- Tourism industry partners through workshops, meetings, and conferences. These sessions provide opportunities for agency staff to acquire feedback from the industry while sharing valuable information for marketing the state.

- Citizens and industry partners attending State of the State Park meetings can express views and develop strategies for effectively utilizing each park as a community resource.
- Local, county, and statewide bodies through SCPRT personnel acting as experts, providing assistance and technical expertise on numerous projects.

4. Key Suppliers & Partners

- Marketing – the bounce Agency, Rawle-Murdy Associates, Aristotle, Outrider, USA800; Zmail Direct, Parks Service Friends Groups, MarketSearch Corporation, and local chambers of commerce.
- Research – the MarketSearch Corporation
- Public Relations – Lou Hammond & Associates Public Relations Firm, and the public relations staffs of tourism attractions around the state.
- State Parks – ReserveAmerica is the State Parks partner in the Central Reservation System (CRS) supplying the web-based front end and backend software, hosting and supporting the service and providing the 800 number call centers. The Friends Groups have become important resources in the daily operation and long-term management of parks. They are usually formed by a group of dedicated volunteers who help operate the park, acquire funding, plan special events, support specific projects and raise awareness of the value of state parks. Many of them are called “Friends of (the state park)” or “Partners for (the state park),” but they all support public recreation and resource protection by expanding services without expanding costs.

6. Employees

In 2003, SCPRT created a matrix organizational structure that is a combination of a lateral structure of service or program management and a vertical functional structure. The matrix structure has created more collaboration across the functions of the agency and maximized the use of fewer human resources across agency initiatives. The agency currently employs 487 FTEs (135 in the Central Office and 352 in the field).

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

7. Regulatory Environment

Our customers are unique in state government – they include consumers of travel and tourism activities, the private sector businesses that provide amenities for visitors and the destination marketing organizations and associations that represent the tourism industry. In addition, we cater to resident and non-resident users of parks and recreation facilities throughout the state. The agency maintains services and facilities that meet the appropriate health, safety, and disaster preparedness practices for these customers.

8. Strategic Challenges

- Tourism’s size, unique character, and relative importance to the state’s economy require dedicated resources and specialized expertise.

- Increase South Carolina visitor spending through frontline marketing of traditional and nontraditional destinations, and influencing future consumer travel plans.
- Extend the benefits of tourism to all areas of the state and to assist rural and lesser-developed communities in generating economic activity.
- Protect our state's natural, cultural, and historic resources while working to balance visitor access with conservation.
- Implement effectiveness and efficiency approaches that will increase dollars available for reinvesting in state park infrastructure and improved visitor services, all while infrastructure needs continue to grow.

9. Performance Improvement System(s)

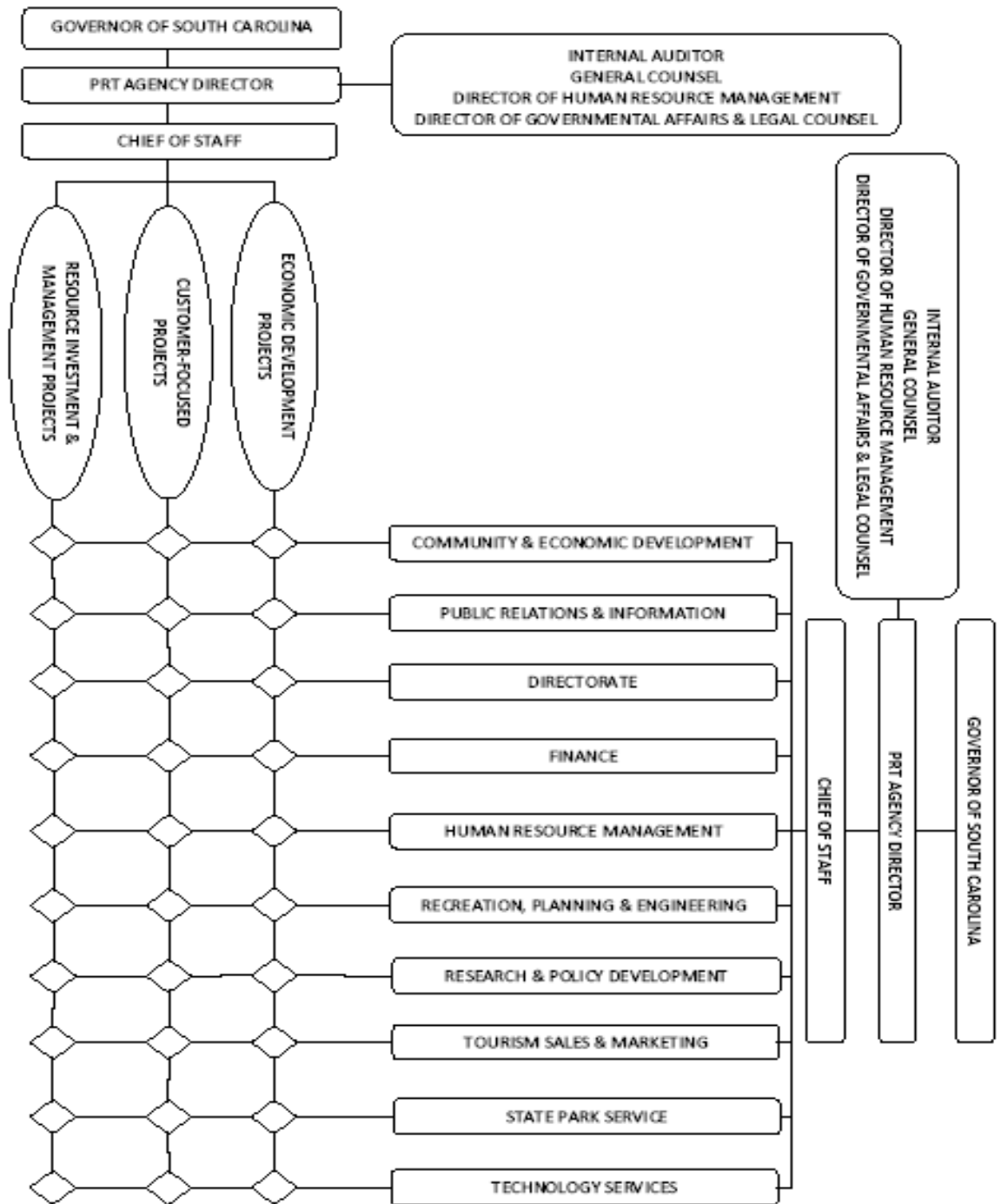
The accountability process continues to generate awareness of the opportunities to use information and analysis to improve performance. The agency reviews and analyzes the following sources of data to set and improve performance targets:

- Research data available on a variety of agency services and programs;
- Comparative data provided through industry contacts;
- Quantitative data received through agency program and service reports;
- Feedback data from various customer and employee feedback methods; and
- Integrating and monitoring trends identified in the dashboard performance measures to guide decision-making.

10. Organizational Structure

SCPRT has significantly adapted its management structure to realign programs and functional services across the agency in order to promote greater efficiency, effectiveness, and accountability for agency services. The Director identified the matrix structure as the one that most closely aligns staffing decisions, priorities, and resources with the mission of SCPRT. (See Matrix Organizational Chart)

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



Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 05-06 Actual Expenditures		FY 06-07 Actual Expenditures		FY 07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 17,629,512	\$ 12,578,936	\$ 18,125,720	\$ 12,578,416	\$ 18,598,772	\$ 12,959,268
Other Operating	\$ 13,874,834	\$ 2,554,107	\$ 15,381,495	\$ 2,828,051	\$ 14,808,708	\$ 3,113,708
Special Items	\$ 16,722,597	\$ 12,602,851	\$ 20,227,462	\$ 15,383,093	\$ 19,423,960	\$ 15,068,960
Permanent Improvements	\$ 8,206,216	\$ 220,000	\$ 10,269,885	\$ -	\$ -	\$ -
Case Services					\$ -	\$ -
Distributions to Subdivisions	\$ 4,875,869	\$ 197,448	\$ 4,491,926	\$ 393,536	\$ 4,405,300	\$ -
Fringe Benefits	\$ 5,262,321	\$ 4,163,963	\$ 5,724,163	\$ 4,372,790	\$ 5,591,585	\$ 4,428,835
Non-recurring	\$ 3,280,073	\$ 3,280,073	\$ 14,584,726	\$ 14,584,724	\$ 45,140,000	\$ 45,140,000
Total	\$ 69,851,422	\$ 35,597,378	\$ 88,805,377	\$ 50,140,610	\$ 107,968,325	\$ 80,710,771

Other Expenditures

Sources of Funds	FY 05-06 Actual Expenditures	FY 06-07 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds	\$ 3,780,517	\$ 2,301,765
Bonds	\$ 1,735,725	\$ 411,633

Major Program Areas						
Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures		FY 06-07 Budget Expenditures		Key Cross References for Financial Results*
		State	Federal	State	Federal	
50250900 Advertising	PRT develops and implements an annual, multi-faceted marketing plan that promotes the state's cultural, natural, and man-made tourism resources for the purpose of attracting visitors to the state.	State: 10,178,317.00 Federal: 921,300.00 Other: 11,099,617.00 Total: 11,099,617.00 % of Total Budget: 15%		State: 12,096,567.00 Federal: 1,091,071.00 Other: 13,187,638.00 Total: 13,187,638.00 % of Total Budget: 15%		7.1.2 & 7.1.4 7.3.1, 7.3.2, 7.3.6
50650000 State Park Service	The Park Service manages and protects more than 80,000 acres of South Carolina's natural and cultural resources, which 47 operational parks and eight historic properties.	State: 6,935,431.00 Federal: 23,797.00 Other: 15,805,321.00 Total: 22,764,549.00 % of Total Budget: 30%		State: 6,996,141.00 Federal: 129,157.00 Other: 18,034,143.00 Total: 25,159,441.00 % of Total Budget: 28%		7.2.1, 7.2.2, 7.2.3 7.2.5, 7.2.6 7.3.7 & 7.3.8
95050000 Employer Contributions	This program houses all the fringe benefits associated with all program positions. These benefits include retirement, health and dental insurance, workers compensation and unemployment compensation benefits	State: 4,163,964.00 Federal: 135,600.00 Other: 962,757.00 Total: 5,262,321.00 % of Total Budget: 7%		State: 4,372,790.00 Federal: 137,925.00 Other: 1,213,447.00 Total: 5,724,162.00 % of Total Budget: 6%		
01050000 Administrative Services	The Administration Area includes Finance and Technology Services.	State: 3,200,972.00 Federal: 885.00 Other: 3,201,857.00 Total: 3,201,857.00 % of Total Budget: 4%		State: 3,398,798.00 Federal: 2,857.00 Other: 3,401,655.00 Total: 3,401,655.00 % of Total Budget: 4%		
50600100 Recreation, Planning, Engineering	The Recreation, Planning & Engineering programs assesses statewide needs, issues and public opinion on recreational topic. They also administer the PARD, LWCF & RTP	State: 697,872.00 Federal: 2,621,549.00 Other: 1,682,204.00 Total: 5,001,625.00 % of Total Budget: 7%		State: 691,807.00 Federal: 2,254,970.00 Other: 1,457,154.00 Total: 4,403,931.00 % of Total Budget: 5%		7.1 & 7.1.7 7.3 & 7.5
0101000 Executive Offices	The Executive Offices includes the Directors Office, Human Resources and Internal Audits	State: 1,042,697.00 Federal: 0.00 Other: 1,042,697.00 Total: 1,042,697.00 % of Total Budget: 1%		State: 1,094,948.00 Federal: 0.00 Other: 1,094,948.00 Total: 1,094,948.00 % of Total Budget: 1%		7.1.1 7.4.1, 7.4.2, 7.4.3, 7.4.4
50250500 Regional Promotions	South Carolina Association of Tourism Regions. These are pass through funds.	State: 1,375,000.00 Federal: 0.00 Other: 1,375,000.00 Total: 1,375,000.00 % of Total Budget: 2%		State: 1,925,000.00 Federal: 0.00 Other: 1,925,000.00 Total: 1,925,000.00 % of Total Budget: 2%		
50450100 Community & Economic Development	This programs purpose is to attract and facilitate new and expanding quality destination tourism developments in the state; and develop grassroots initiatives that use natural, cultural, and historic resources to provide economic development. This program includes the South Carolina National Heritage Corridor.	State: 444,422.00 Federal: 897,185.00 Other: 90,227.00 Total: 1,431,834.00 % of Total Budget: 2%		State: 736,741.00 Federal: 689,455.00 Other: 18,750.00 Total: 1,444,946.00 % of Total Budget: 2%		7.1.5 & 7.1.6
50600400 Litter Control	Palmetto Pride's goal is to eradicate litter and beautify the state of SC through awareness, education, pickup and enforcement to improve the quality of life, increase tourism and increase economic growth	State: 0.00 Federal: 3,070,275.00 Other: 3,070,275.00 Total: 3,070,275.00 % of Total Budget: 4%		State: 0.00 Federal: 3,035,956.00 Other: 3,035,956.00 Total: 3,035,956.00 % of Total Budget: 3%		
50250100 Tourism Sales & Marketing	This service area is responsible for implementing agency policy and programs related to the development of South Carolina's domestic and international tourism marketing, sales and grant programs. Group tour operators and leaders can find details about attractions, accommodations and restaurants, plus contact information for South Carolina's tourism regions.	State: 2,779,136.00 Federal: 0.00 Other: 2,779,136.00 Total: 2,779,136.00 % of Total Budget: 4%		State: 2,730,811.00 Federal: 0.00 Other: 2,730,811.00 Total: 2,730,811.00 % of Total Budget: 3%		7.1.3 & 7.1.4 7.3.6
9802000 Competitive Grants	Competitive Grants	State: 2,488,073.00 Federal: 0.00 Other: 56,727.00 Total: 2,544,800.00 % of Total Budget: 3%		State: 493,363.00 Federal: 0.00 Other: 493,363.00 Total: 493,363.00 % of Total Budget: 1%		
9868000 Charlestowne Landing	To redevelop the state's birthplace in a manner that tells the story of Charles Towne and how the first settlement site (one of only 5 in the country) impacted not only South Carolina but the nation.	State: 0.00 Federal: 0.00 Other: 0.00 Total: 0.00 % of Total Budget: 0%		State: 7,000,000.00 Federal: 0.00 Other: 0.00 Total: 7,000,000.00 % of Total Budget: 8%		
Below: List any programs not included above and show the remainder of expenditures by source of funds.						
Programs areas not included in the chart are 50251200 Wildlife Expo, 50251300 US Youth Games, 50251400 Spoleto, 50600200 Recreation Land Trust Fund, 50600300 Palmetto Trails, 506000600 Francis Marion Trail, 50700000 Communications, 50800000 Research and several other pass through						
Remainder of Expenditures:		State: 2,291,496.00 Federal: 542,308.00 Other: 12,960,149.00 Total: 15,793,953.00 % of Total Budget: 21%		State: 8,603,645.00 Federal: 871,399.00 Other: 9,728,479.00 Total: 19,203,523.00 % of Total Budget: 22%		

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

Section III – Elements of Malcolm Baldrige Award Criteria

Category 1 – Leadership

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

Senior leaders communicate direction through a variety of methods, both formal and informal. Within the work of the agency, the Director and Chief of Staff with key managers and key stakeholders identify cooperative and collaborative objectives which support agency priorities. They also work together to develop individual and management team accountabilities that determine the best conditions and results for supporting changing priorities, resources and the mission. Ongoing communication outlines information that is pertinent to supporting flexibility and adaptability in achieving priorities and using resources. Senior leaders use the analysis and decision making process for setting agency goals and for the agency accountability report to set and communicate key organizational priorities for improvement. Senior leaders analyze and debrief improvement opportunities and targets in key business systems: park planning, operational planning, support services, and marketing planning.

1.1.b-f. How do senior leaders set, deploy and ensure two-way communication for performance expectations, organizational values, empowerment and innovation, learning, and ethical behavior?

Senior leaders use the annual planning processes (see section 2.1) across the agency, leadership meetings, and the accountability report process to set and communicate performance expectations. Senior leaders are involved in setting performance expectations through operational plans for key services, planning for specific critical support functions, and critical project meetings. In each of these areas, leaders meet with critical staff and document the performance expectations. At key milestones the leaders receive updates on performance to plans and expectations. The universal review date for the Employee Performance Management System (EPMS) is used to align the planning cycles and performance plans for key services, functions, and projects. A mandatory objective for teamwork was developed in 2004 to measure the use of the matrix organizational structure and to focus collaborative efforts on projects that cross functional areas. Senior leaders have included an EPMS objective for agency management focused on the creation and implementation of an agency dashboard of strategic performance measures. The dashboard of measures guides measurement processes throughout the year and are reviewed in preparation of key decisions and for improvement opportunities in the accountability report process.

Values are deployed through agency plans, interactions between supervisors and employees, and the employee reward and recognition program *SCPRT Matters*. SCPRT particularly focuses on teamwork, stewardship, customer service, leadership, quality, and innovation. These values are critical to the ongoing effort to move the agency toward a more adaptable and flexible approach to collaborating across agency functions and programs.

Emphasis and training have been placed on budget management and practical business applications to result in a better product, more productivity, and an efficient utilization of appropriated funds and self-generated revenue.

SCPRT uses a system that supports cross-functional, matrix-based communication, project management, team skill development, and project evaluation. This matrix-based approach to creativity is also supported through SCPRT's reward and recognition program. The Director, Chief of Staff, and managers continue to explore various issues and concerns as the matrix structure matures to ensure that the implementation is consistent with agency priorities, plans and values.

Organizational learning takes place through key industry linkages. Parks industry information is gathered through regional and national parks meetings and shared at the annual Park Managers Conference. Key employee learning in the Park Service is also shared at the conference and during the Annual Park Planning process. Welcome Center staffs share organizational and employee learning at the annual Welcome Center conference and during quarterly supervisor meetings. Key organizational learning is shared through regular agency staff meetings, IP/TV, and regular management and staff meetings within program areas.

Ethical behavior receives attention through agency human resources policies, supervision of key processes and responsibilities, and during the agency's new employee orientation. The agency has incorporated the value of accountability into all agency planning processes and through performance measures and the Employee Performance Management System (EPMS). The agency has also initiated reviews by the internal auditors whenever business practices were called into question or when business practices needed review prior to implementation.

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

Senior leaders proactively promote a systematic focus on customers through several strategic activities of the agency. Customer-oriented goals, objectives, and performance measures are incorporated into the SCPRT Marketing Plan, the State Parks Vision for the 21st Century, and the Strategic Plan for the state's National Heritage Corridor (see section 2.2). In addition, key customer access points include processes for receiving and incorporating customer feedback, including the annual Governor's Conference, website data, and various focus groups and meetings with key stakeholders and partners on key projects. All grant programs managed by the agency operate under a "sunshine" process, are reviewed annually, and incorporate improvement input from those customers applying for grants.

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

Annually the State Parks and recreation programs of the agency conduct an assessment of state operated facilities. There is a cost / risk analysis done for aging facilities, including an ongoing effort to deal with asbestos risks. The agency focuses on impact assessments for construction sites. A comprehensive Crisis Communication Plan guides the agency's activities and safeguards the public during major environmental crisis such as a hurricane or earthquake. Decisions on resource allocation are based on the best use of dollars for the public impact and associated risks.

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

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

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

Key performance measures are tied to the agency's organizational objectives and critical operational plans (see section 2.1). Measures were incorporated into an agency dashboard of measures and dashboards were reviewed by senior leaders for alignment with the agency's accountability report, agency head evaluation, and budget processes. SCPRT's dashboard of measures has been integrated into a performance review process that tells the story of the agency's performance and accountability for the identified project, program, area or agency as a whole. Ownership of the dashboard is identified by who produces the data. Measurement involves analyzing the data that may be integrated from different areas of the agency and is used by senior leaders as well as a variety of audiences.

1.6. How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization? How do their personal actions reflect a commitment to the organizational values?

Senior leaders review the annual budget, the agency marketing plan, Park plans, and accomplishment of agency goals/objectives regularly in the course of agency planning and decision-making processes. Senior leaders make adjustments in short-term direction through the key operational plans and performance improvement initiatives of the agency. To address management feedback and employee satisfaction processes, the Chief of Staff coordinates the agency-wide employee engagement process. Analysis of the employee engagement data is used to design and implement performance improvement initiatives each year. (See Category 7.4) Senior leaders plan for, model, support and encourage employee behaviors that support the five agency values of the employee reward and recognition program. The Director has made stewardship of financial resources a priority in setting direction, identifying and implementing initiatives, and improving daily business operations of the agency.

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

Several years ago, senior leaders mapped out upcoming retirements and worked to develop career paths, succession planning, and leadership development processes to position highly talented employees and new hires to step into those positions vacated due to retirement. Many of the retirements have occurred in State Park Service. The leadership development program, Strengthening Our Abilities and Resources (SOAR) has helped prepare Park employees to receive promotions to these Park leadership positions. Welcome Centers have also developed a succession plan for leadership in their areas. Managers evaluated the critical knowledge, skills and abilities of Welcome Center leadership, captured institutional knowledge important for transitions and have worked to implement cross-training and delegate duties that will build skills and knowledge among staff of the Centers.

1.8. How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives and innovation?

Senior leaders sponsored a project to establish regular performance reviews of agency services, programs, and projects. FY05-06 was the pilot year for a new ‘dashboard’ reporting system where the various functional areas of SCPRT maintain and present quarterly reports on data they collect that is useful for tracking and decision making needed to accomplish strategic objectives and look for opportunities for innovation. Further detail on strategic objectives is outlined in Category 2 – Strategic Planning.

The organizational changes made by senior leaders with the sole purpose of supporting a different leadership model -- a model that pushes decision-making and responsibility down the chain-of-command to everyone working in the State Park Service. The Park culture is shifting from one of centralized control, where decisions come from the top down, to a culture that supports innovation, ideas and leadership from the bottom up. To that end, the State Park Director provides a document annually that outlines the key direction area for the system.

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

Senior leaders focus their active support for strengthening the community in the areas of natural and cultural resources and in recreation and tourism activities. Leaders provide technical support and funding support to communities through the Heritage Corridor program grants (See Figure 7.1.5), the Tourism Partnership Fund (TPF), and the recreation grants programs of the agency. SCPRT’s research reports on our website provide vital tourism-related information to communities and organizations. Areas of emphasis arise from the agency planning process and from staff interaction at the local, county, and state level of each program area. The agency offers employees opportunities for planned giving to support the United Way and other charitable organizations; staff members at all levels support such community organizations as Family Shelter, Boy Scouts of America, Girl Scouts of America, Habitat for Humanity, Richland County Public Library, Families Helping Families, and other community entities by serving on boards and as volunteers. In field locations, Park and Visitor Services staff is active in local Chambers of Commerce. Staff from throughout SCPRT is involved in a range of professional organizations relevant to their agency responsibilities.

Category 2 – Strategic Planning

2.1.a-g. What is your Strategic Planning process, including key participants, key process steps, and how does it address the organization’s strengths, weaknesses, opportunities, and threats, as well as financial, regulatory, societal and other risks, shifts in technology or regulatory environment, human resource capabilities and needs, opportunities and barriers, business continuity in emergencies, and ability to execute the strategic plan?

SCPRT uses its strategic priorities to better align its resources with its core mission and to adapt to the current economic realities. Each program continues to operate from its own comprehensive annual plan which is aligned with the agency priorities and mission. These plans, which are designed to be consistent with the agency’s goals, include:

- Annual Comprehensive Marketing Plan;
- State Park Service planning process;
- South Carolina Outdoor Recreation Plan (SCORP);
- Welcome Centers Operational Plan;

- South Carolina Heritage Areas Program; and
- Annual Information Technology Plan.

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

The agency's performance accountability is designed to link agency strategies, budgeting, and performance measures to clearly demonstrate accountability. SCPRT continues to utilize the Annual Governor's Conference on Tourism and Travel as the means of cross-communications to inform strategic objectives. Additionally, internal customer input and feedback is sought through the annual Park Managers meeting and Visitor Services conference. SCPRT uses primary and secondary marketing research to focus marketing efforts and to measure consumer reactions. Marketing research is conducted annually to ensure that our advertising is reaching our targeted customers and fulfilling our marketing goals, and maximizing greater ROI potential through our marketing dollars.

The Park Service Annual Park Planning process and the Recreation, Planning, & Engineering annual plan process each assess societal and environmental risks as a regular course of business in delivering services. It is important to develop a comprehensive, aggressive program to help protect and preserve examples of the state's unique natural features. In order for the state to be a leader in protecting vital resources, it must stand ready to face increasing competition among developers who also understand the value of prime land. The same special attributes that draw visitors also attract businesses in the "second home" or resort industries.

SCPRT is engaged in the South Carolina Competitiveness Initiative (New Carolina), a partnership of business, government, academia and the economic development community, whose goal is to create an environment in South Carolina that will foster growth and enable businesses to pay workers at a nationally competitive level.

In 2006, the Tourism Cluster Committee of the South Carolina Competitiveness Initiative (New Carolina) hired Tourism Development International (TDI) to develop a Tourism Action Plan for South Carolina, the first such plan for the state's tourism industry. TDI's overall assessment was that South Carolina is underperforming its potential. One of the major recommendations was a state-wide product development plan. South Carolina has a strong coastal tourism draw but does not have established distinctive destinations inland where there are significant cultural, historical, and natural resources. TDI proposed the establishment of eight Tourism Destination Areas (TDAs) which will draw visitors through a combination of attractions, facilities and amenities. The Tourism Cluster Committee has adopted this recommendation and plans to move forward with TDI in the development of Tourism Concept Plans for each of the eight TDAs in FY2007-08.

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

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

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

1. Grow South Carolina's economy through promoting tourism and effectively marketing the state as a preferred travel destination.
2. Improve financial performance of the State Park Service in order to create funds for reinvestment in the park system to ensure future revenue growth, improve resources, develop / acquire new resources, advance park programs, and enhance parks as tourism assets without requiring additional state general fund dollars.

06-07 Strategic Planning Chart

Stewardship of Financial Resources			
Program # & Title	Strategic Goal	Key Agency Strategies / Initiatives	Key Cross References Performance Measures
50650000 State Park Service	Goal 2	Effectively operate State Parks with standard business management practices	Figure 7.3.8 Generate Net Operating Income of \$2 mil. toward the \$5 mil. goal.
01050000 Administration	Goal 2	Identify and support new revenue (fundraising) and partnership opportunities	Category 7.5 Generate \$300,000 in private donations (cash and/or in-kind) to State Park Service.
50250900 Advertising 50600100 Recreation, Planning & Engineering	Goal 1	Provide technical assistance to communities and coordinate a variety of grants that are available to organizations that will expand the state's tourism and recreational products	Figures 7.1.5, 7.1.7, 7.3.3, 7.3.4, 7.3.5 Assistance to communities will be measured through awarding of competitive grants and permanent improvement projects.
Stewardship of Human Resources			
01010000 Executive Offices 01050000 Administration	Goal 2	Use of project management system to maximize human resources.	Category 7.4 Track # of projects, # of staff involved in project and critical milestones achieved by project.
Stewardship of Cultural and Natural Resources			
50650000 State Park Service	Goal 2	Identify, conserve and perpetuate its populations of endangered, threatened and rare species through an integrated program of public education and management actions aimed at protecting individual	Category 7.1 Figures 7.2.1 & 7.2.4 Measure the effectiveness of

		species and enhancing critical habitats. Implement an ongoing program to reliably inventory and monitor its populations of wildlife.	preservation efforts, national register-listed structures owned or leased by the state park service.
Economic Development			
Program # & Title	Strategic Goal	Key Agency Strategies / Initiatives	Key Cross References Performance Measures
50450100 Community & Economic Development	Goal 1	Proactively recruit tourism businesses and develop grassroots initiatives that use natural, cultural and historic resources to provide economic development through tourism.	Figure 7.1.6 Increase capital investment in tourism infrastructure.
50450100 SC National Heritage Corridor	Goal 1	Assist with rural and under-developed communities within the 14 county area through heritage tourism development.	Figure 7.1.5 Develop cultural, natural and historical product and enhance marketing efforts in the Discovery System to increase visitation and economic impact.
50650000 State Park Service	Goal 1 & 2	Develop a reinvestment plan for the State Park Service.	Figures 7.2.6 & 7.3.8 Track strategic investments in improving state parks and protecting additional properties of significance (and impact of those investments).
Marketing			
Program # & Title	Strategic Goal	Key Agency Strategies / Initiatives	Key Cross References Performance Measures
50250100 Tourism Sales & Marketing	Goal 1	Implement integrated, multi-channel sales and marketing strategies to attract new and repeat consumers from targeted domestic and international markets to spend more and stay longer in SC.	Figures 7.1.1, 7.1.2, 7.1.3, 7.1.4 Growth in visitor expenditures, advertising awareness, web performance metrics
50250900 Advertising 50800000 Research & Policy Development	Goal 1 and 2	Market State Parks to increase awareness, visitation and top line revenue. Define parks which have "potential and capacity" and market accordingly.	Figures 7.1.3, 7.2.2, 7.2.3, 7.2.5, 7.2.6 Increase occupancy rates in all types of lodging at State Parks with potential and capacity. Increase golf rounds. Track state park awareness and visitation

2.2. How do you develop and track action plans that address your key strategic objectives? How do you allocate resources to ensure the accomplishment of these plans?

Annual Comprehensive Marketing Plan – This plan, updated annually, directs the majority of the work accomplished through the Tourism Program. The integrated marketing plan is developed and implemented by staff from across the agency. It is published on the agency's website. The Marketing Plan directly supports the agency's legislative mandate to promote tourism. For the past three fiscal years, the agency has worked to increase the amount of SCPRT resources directed to marketing programs.

State Park Service – The State Park Service has a strategic plan that is integrated into the day-to-day operations of the Park Service. The strategic plan sets the stage for the effective management of state parks. General Management Plans for every state park have been developed in conjunction with the objectives outlined in the strategic plan. An Annual Park Plan for each park is developed by Park Managers in conjunction with senior management. These plans include many components of a traditional business plan, including a detailed financial plan.

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

The SCORP is used as a guide for distribution of state recreation grant funds such as the Recreation Land Trust Fund (RELT) (See Category 6.5) and the Parks and Recreation Development Fund (PARD) (See Categories 6.5 and 7.3). SCORP meets the National Park Service requirements for a state plan and serves as the planning document for the disbursement of the state's share of the federal Land and Water Conservation Fund (LWCF) (See Categories 6.5 and 7.3). It is also used as a guide for the distribution of the Recreational Trails Program Fund.

Visitor Services Operational Plan – This plan, which is updated annually, provides the operational road map for the day-to-day operation of the state's nine Welcome Centers and one Discovery Center. The plan directly supports the agency's legislative mandate to promote tourism. It was developed by a team from the Welcome Center and Discovery Center staffs. The program's services to tourism industry partners are communicated through a program brochure and on the agency's website. (See Figure 7.1.4)

South Carolina Heritage Areas Program – The South Carolina Heritage Areas Program was created by Executive Order of the Governor in 1994, in recognition of the value of heritage tourism to the economic revitalization of rural communities. A comprehensive strategic plan for a possible National Heritage Area was prepared ten years ago by nationally recognized experts in the field of heritage tourism. The program will begin the process of a new management plan next year as soon as the US Congress votes on the program legislation that will mandate what the National Heritage Plans will look like.

SCPRT continues to work in close cooperation with the Heritage Corridor Board, as they develop the strategies and work plans that have resulted in the Heritage Corridor's development. (See Category 6.5 and Figure 7.1.5)

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

Stakeholders and employees of SCPRT learn face-to-face about our programs and plans through workshops, meetings, public hearings and conferences. Every program area at SCPRT conducts each of the above-mentioned activities during the planning processes mentioned in 2.1, but in addition, the agency and each program within it communicates with its clients and partners through regular and special communiqués. Increasingly, the agency is utilizing the Internet and its own SCPRT Intranet system to quickly inform our team and partners of our plans and actions and to receive their feedback in return. The agency has created an e-mail partners list, and the communications director is issuing regular bulletins of information and an e-newsletter regarding the actions of SCPRT and state government that affect the state's tourism industry.

2.4. How do you measure progress on your action plans?

Dashboards of performance measures are also tied to strategic goals, action plans, performance-based budgeting processes and other budget request processes. Performance Measures dashboards increase continuity of programs and services during electoral transition. Measurement involves analyzing data that may be integrated from diverse areas of the agency, so the dashboard is used by a variety of audiences. Measures focus primarily on impact outcomes rather than volume outputs.

2.5. How do your strategic objectives address the strategic challenges?

The Tourism Action Plan commissioned by New Carolina in 2005 includes recommendations on priority marketing tasks needed for competitiveness during the next five years in its final report. With implementation of the Tourism Action Plan's recommendations with respect to increased marketing, product development, access, and human resource development, South Carolina can more than double present growth rates in domestic tourism and achieve major growth in its international markets.

The South Carolina State Park Service set a three year goal of \$5 million additional revenue for re-investment to address operational and infrastructure challenges. During this review period the Park Service projects it will be able to reinvest \$2 million into the core mission of the State Park Service. This accomplishment has been made possible through innovative programs and a commitment to improve efficiencies in the operations of the State's forty-seven parks.

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

Agency leadership reviews data from agency reports and budgets in order to set goals and identify strategic projects and initiatives that will achieve the desired outcomes.

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

The agency's strategic plan is available to the public through the strategic plan chart in the annual accountability report.

Category 3 – Customer & Market Focus

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

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

Marketing research defines customer segments that visit South Carolina from its domestic markets. Some are distinct in trip behavior, media usage, and demographics, requiring differing advertising messages to attract them.

SCPRT is targeting female decision makers and golfers. Women influence more than 80% of leisure travel decisions. Meanwhile, golf is a major product offering in South Carolina and represents a lucrative market for the state. SCPRT is working to protect its "bread and butter" business, while also reaching out to a more affluent consumer through the advertising messages and through the media schedule.

Through the direct interactions listed in the following descriptions, SCPRT gets to know customers and their needs. With the launch of a redesigned web portal, the agency began to define characteristics of key customer segments, identify opportunities to acquire contact and profile information from site visitors, establish demographic variables, and establish requirements for acquiring and using data. The network of nine state Welcome Centers and Discovery Centers provide free travel services, including reservation assistance, routing assistance, trip planning assistance, translation services and pro-active distribution of a broad range of South Carolina travel-related literature. (See Figure 7.1.4) The TPF grant program provides assistance to another customer group – in-state, non-profit tourism marketing entities working to attract visitors to the state's many destinations. The TPF staff provides one-on-one guidance to grant applicants and grant recipients to help insure the most effective use of the state's matching grant funds.

The State Park Service serves a variety of customers throughout the year and these customers utilize an assortment of diverse programs and services. Methods utilized to determine the success of the programs and services include: feedback email on the State Park website, capturing of data on repeat visitors, visitor satisfaction, and evaluations of current programs. The Park Service provides a wide range of visitor services from more traditional activities such as camping, cabins, hiking, fishing, and recreational programs and activities to innovative educational programs like Discover Carolina. SCPRT continues to take a proactive position in the marketing of SC State Parks – both to residents and to visitors. The Central Reservation System (CRS) represents the largest technology initiative ever undertaken by the State Park Service. The CRS is up and running and is performing well beyond expectations by increasing park revenue, reducing the administrative burden on staff, and significantly stabilizing cash flow from park operations. Staff reviews, analyzes, and uses customer data made available through the CRS.

Within Tourism Community and Economic Development, the program staff works with developers and communities to provide background information on locations, technical assistance in the form of explaining the incentives and necessary guidance on the state

policies, procedures, and laws that affect the project; and prospect assistance with site visits and making the necessary contacts and visits to move the project toward completion. In developing areas, staff offers technical assistance in the development of tourism products to include leading organizational groups in communities to inventory their tourism products and establish priorities for development; advises and guides the process of bringing the product to marketability; and connects the communities with marketing entities as well as assisting with local marketing opportunities.

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

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

The Recreation program uses surveys to keep up-to-date with customer requirements. Specifically, the program relies on the Recreation Participation and Preference Survey and the state omnibus survey conducted by the USC Institute of Public Affairs. The State Park Service examines the Central Reservation System (CRS) to optimize the listening and learning methods available through the automated system.

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

Information from customers/stakeholders results in improving services and programs at the agency on a regular basis. SCPRT's Cooperative Advertising Programs are developed with input from South Carolina's tourism industry partners. Media programs are specifically designed to be extremely affordable and timed to maximize return on investment. (See Figure 7.3.1) External customers were interviewed to provide input on needed changes to the tourism marketing grant program. Customers provided input on how the program could help them better meet customer and business needs through changes to the guidelines and work process. Stakeholder input was incorporated into the redesign of the TPF program.

The Recreation program uses the Recreation Participation and Preference Survey and the state omnibus survey conducted by the USC Institute of Public Affairs to establish grant selection criteria for managing the grants processes. State Park Service collects information through feedback email on the State Park website, capturing of data on repeat visitors, visitor satisfaction, and evaluations of current programs.

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

Customer/stakeholder satisfaction with services offered by SCPRT is measured in a variety of ways.

Within the Parks system, customer data is collected through cabin reply cards, direct observation and interaction with Park visitors, and through questions contributed to a citizen survey conducted by the USC Institute of Public Affairs. (See Figure 7.2.1 and 7.2.3) For complaints received within the Park Service, staff makes efforts to answer all complaints in the manner in which they are received: letters, emails, or telephone calls.

In the meantime, staff continues to work to address, and if possible, resolve the complaint to the customer's satisfaction in a timely manner.

Inquiry and website conversion studies are done to measure the effectiveness of advertising placement and customer satisfaction with the fulfillment process. South Carolina's tourism industry partners invest in SCPRT's cooperative advertising (See Category 7.3) programs, whereby they are able to measure the return on the media investment through qualified inquiry leads.

The State Comprehensive Outdoor Recreation Plan (SCORP) researches public interest in outdoor activities, analyzes demand for facilities, and reviews current issues, trends, and opportunities. Through coordination with other agencies and groups an implementation program is developed to address identified needs and concerns. SCORP is the key basis for the Open Project Selection Process used to award LWCF and RELT grants. (See Categories 6.5 and 7.3)

3.5 How do you build positive relationship with customers and stakeholders?

In order to build positive relationships with customers and stakeholders, SCPRT balances the diverse needs of different customer segments. In addition, key members of the senior leadership team attend numerous in-state industry meetings throughout the year, proactively providing updates on SCPRT's marketing activities and bringing back suggestions for continuous improvement.

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

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

Category 4 – Measurement, Analysis, and Knowledge Management

4.1. How do you decide which operations, processes and systems to measure for tracking financial and operational performance including progress relative to strategic objectives and action plans?

Senior leaders review key goals of the many action plans (see section 2.1) of the agency to determine what measures they will monitor to determine the successful completion of the action plan goals. The agency has engaged staff and management in assessing their goals and distilling key "dashboard measures" based upon the broad goals of the agency and the objectives of each operational plan. This agency performance measurement dashboard is the center piece of an organizational performance review process that was piloted during FY 05-06. During FY 06-07 the Performance Measures

Dashboard project conducted quarterly reviews of performance across the agency. See sections 2.1, 2.4, and 2.6.

One of the critical measurement processes of the agency is the evaluation of the dollars spent on marketing. Within the management system for the parks, key measures were identified to track progress toward the strategies, objectives, and goals of the Parks system.

4.2. How do you use data/information analysis to provide effective support for decision-making throughout your organization?

To provide effective support for decision-making, the agency uses various research studies, the budget process, and the Park management system. With recreation services, research from the SCORP provides data needed for decision-making on recreation grant programs. The travel trade area monitors the generation of business leads as a measurement of the agency's ability to impact specific markets.

The agency uses a variety of marketing research studies to inform, direct, and improve its marketing strategies including: strategy and perception studies, media usage studies, advertising and inquiry/website conversion studies, and fulfillment studies. (See Figure 7.1.2) SCPRT contracts with MarketSearch of Columbia, South Carolina for a full range of marketing research services related to branding and selling the state's tourism products. MarketSearch provides such services as household level surveys, focus groups, and other studies to gather information about consumer perception, familiarity, and interest relative to South Carolina and its competitive set as travel destinations. Their research also explores trip behavior, media usage and recall, and perception of advertising among consumers in markets of interest. This research influences the images, messages, and media choices used in SCPRT's advertising strategy. Additionally, it evaluates the ability of SCPRT's advertising to generate interest in travel to South Carolina and reinforce brand attributes. SCPRT negotiated numerous added-value benefits as part of its contract with Reserve America, the vendor that has provided the central reservation system (See Figures 7.2.5 and 7.2.6) and support for the SC State Park Service. For example, South Carolina parks are regularly featured on the Reserve America website.

The accountability process generated awareness of the opportunities to use information and analysis to improve decision-making and efforts are underway to integrate this process into management systems. The agency recognizes that there is significant benefit to be gained by integrating and monitoring trends in the dashboard measures to guide decision-making. The Performance Measures Dashboard project provides the linkage into management systems for the agency.

4.3. What are your key measures, how do you review them, and how do you keep them current with organizational needs and direction?

Performance Measures Dashboards tell the story of performance and accountability for the identified project, program, area, or agency as a whole. Our approach to organizational accountability connects the purpose of each area, program or project to the desired results in performance. Dashboards are identified for each area, program or project. See section 2.6 for a discussion of reviewing performance measures. The overall agency dashboard includes the following performance measures:

Mission Accomplishment & Financial Performance

Grow SC's economy through promoting tourism and effectively marketing the state as a preferred travel destination.

- Tourism Economic Impacts – visitation, visitor expenditures, Total Demand, jobs, and tax revenues
- Tourism Indicators – hotel occupancy, airport passenger deplanements, accommodations tax and admissions-tax collections
- SCPRT Marketing Budget – growth and % of total budget
- SC Welcome Centers – customer traffic and reservations revenue
- Domestic Consumer Leisure Campaign – ad awareness, inquiries and co-op ad revenue
- SCPRT Websites – visits
- International Marketing results
- PRI – press releases, media calls, photography requests

Improve financial performance of State Park Service in order to create funds for reinvestment in park system to ensure future revenue growth, improve resources, develop/acquire new resources, advance park programs, and enhance parks as tourism assets without requiring additional state general fund dollars.

- State Parks – revenue, expenditures, self-sufficiency, occupancy, golf rounds, customer reservations, APP projects and expenditures
- SP Reinvestment
- SCPRT Permanent Improvement Projects
- SP Natural Resources – triple bottom-line measurements
- SP Historic Resources – number and condition of structures
- SP Interpretive Services – student participation in Discover Carolina and satisfaction survey of family programs
- Recreation & Planning Grants

Encourage expansion and improvement of tourism-related businesses, recruit new quality tourism-related businesses to SC and assist rural and non-coastal communities in expanding and enhancing tourism products in order to spread the benefits of economic development through tourism.

- C&ED – new tourism destination projects and private investment
- C&ED – Rural Tourism Development
- SCNHC – ad equivalency and Discovery Center visitors

Customer Satisfaction

Increase cooperation with industry partners, communities, other state agencies, as well as cultural, environmental and economic development organizations.

- Governor's Conference Satisfaction Survey results
- Corporate Partnerships
- Tourism Sales & Marketing Partnerships
- Intra-Agency (TS & Graphics) and Regional Cooperation
- SC Resident Opinions (USC Spring Omnibus Survey)

Human Resource Results

Build a flexible, innovative and team-oriented workforce.

- HR – percent attainment of EEO goal

- Employee Engagement Survey results
- SOAR Program participation
- State Park Training
- Workers Compensation
- Employee Retention Rates

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

The selection is currently limited by the lack of comparative data that correlate to the agency's key services. SCPRT services uniquely combine marketing/promotion, information services, economic development, technical assistance, Park's visitor services, and stewardship. This diverse combination makes it difficult to compare the whole of the agency's mission to other state or national agencies. Instead the agency continues in the ongoing process of identifying portions of these services that can be appropriately compared and/or benchmarked with similar services in other public sector organizations.

To date, SCPRT has found comparison data from the National Park Service system, other State Park systems, a few federal government performance initiatives, the Travel Industry Association of America (TIA), and the strategic planning process. In the area of tourism, the agency reviews its position relative to other states in our competitive segment by looking at tourism spending by each state for the current fiscal year. The central reservation system captures information on the state park customer in a collective database.

SCPRT's consumer-focused website serves as the nexus of SCPRT's marketing program. The goal is to drive South Carolina to the forefront among state tourism offices using technology to attract potential leisure travelers. Working with a leading tourism web development and internet marketing firm – Aristotle -- SCPRT developed this consumer-focused website, DiscoverSouthCarolina.com. The site was officially launched in March 2006. The site's design and functionality were driven by consumer research and direct consumer feed back. Niche market micro-sites were launched in January 2007 (SouthCarolinaGolf.com), February 2007 (SavorSouthCarolina.com), and March 2007 (CarolinaGirls.Travel).

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

To ensure data quality and reliability, SCPRT developed and deployed an Enterprise Database. Several years ago, this database combined six stand-alone databases into one central database, reducing duplicate data entry, and allowing for the sharing of information across program areas. The agency has used policies and procedures for the collection, input and quality control of all data contained in the Enterprise Database. Training on the use of this database is provided to agency personnel on an ongoing basis.

Monthly, quarterly, and annual reports available on the agencies web portal site for download offer tourism-related tax collections, occupancy information, visitor expenditures, visitor profiles, visitation estimates, and the impact of tourism on jobs and the state economy.

The State Park Service uses a financial reporting system to compare budget to actual revenues and expenses. This system provides quarterly financial reports by park, district, and overall Park Service. The Park regional chiefs will have financial reviews with their park managers to explain any variances between actual and budgeted revenues/expenses. An operational team from the central office in Columbia meets quarterly with the regional chiefs to explain the source of any variances in their district. During this meeting, regional chiefs present a plan as to how they will recover from any budget variances. This system allows the State Park Service to make incremental adjustments during the year in order to achieve annual financial goals.

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

SCPRT analyzes data and information from the sources previously mentioned in Categories 2, 3, and earlier sections of 4. The agency builds on successes, corrects errors revealed through regular reviews, and uses qualitative and quantitative measures to identify improvement opportunities.

4.7. How do you collect, transfer, and maintain organizational and employee knowledge? How do you identify and share best practices?

Knowledge and best practices are shared through senior management meetings, all staff meetings, and opening key program meetings to staff from across the agency. The leader of each program and service area constantly looks for best practices to bring back to the agency and to share across the agency from function to function. In addition, knowledge sharing is a key part of the employee reward and recognition program that was implemented in FY 04-05 and continues to grow in participation. Agency support staff also plays a key role in identifying and sharing knowledge and best practices across the agency through the role they have with technology, human resources, finance and research. During the early part of FY 06-07, the agency launched a redesigned Intranet site based on Microsoft SharePoint technology. Microsoft Office SharePoint connects people, teams, and knowledge across business processes. It unifies disparate information and facilitates easy collaboration on documents, projects, and other efforts.

Category 5 – Workforce Focus

5.1. How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired organizational culture?

See section 2.5, 4.1, 4.3, and 4.7 for information on alignment.

The 2003-2004 agency employee satisfaction survey data identified reward and recognition as an initiative that employees felt had room for improvement that would positively impact employee satisfaction. After benchmarking public sector and private sector reward and recognition programs, a team of agency employees developed the PRT (Praise, Recognition and Thanks) Matters program. The goal of the program continues to be implementing a long lasting formal program that expands the winners circle and recognizes the talents and dedication of SCPRT's workforce in a way that supports the agency's core values. This program has gone a long way in supporting cooperation, initiative, empowerment, innovation and the desired organizational culture.

5.2. How do you evaluate and improve your organization's human resources related processes?

SCPRT has developed a Performance Measures Dashboard that focuses on employee relations. This dashboard evaluates performance on employee engagement survey results, PRT Matters program outcomes, number of employees meeting minimum training requirements, and employee participation in career development. Senior leaders also regularly review needs of staff.

5.3. How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training? How do you evaluate the effectiveness of this education and training? How do you encourage on the job use of the new knowledge and skills?

New and veteran employees also have the opportunity for ongoing learning about agency programs through regular staff meetings at which different programs are highlighted.

A training needs survey identified a broad range of needs across the agency. A training plan exists that identifies a training curriculum for six various categories of employees. For example, managers and supervisors are required to participate in training to enhance supervisory skills, and professional and technical employees are required to have other identified training. To help insure its successful implementation, training requirements were incorporated as an objective into EPMS planning stages. In the area of leadership development, the agency works to develop future leaders by enrolling employees in such programs as Leadership South Carolina; the Associate Public Manager program; the Certified Public Manager (CPM) program; and the Executive Institute. Where continuing education is required for an employee to retain a professional license, SCPRT pays the tuition for continuing education.

In the Park Service special skills training and certifications are offered in a variety of ways. Some training and skill development is simply offered through in-house personnel most familiar with the information and skills. With other certifications select personnel must obtain a specific instructor certification for that specialty and then facilitate skill development of State Park Service personnel. And still other certifications and skill development are obtained exclusively through outside sources such as the SC Criminal Justice Academy, the National Association of Search and Rescue, The International Critical Incident Stress Foundation, Inc., US Fish and Wildlife Service, the American Red Cross, the National Safety Council, and many other resources. The Park Service most often uses a special teams approach to address needs that require specialized training and skills, and more often than not a specific certification, or several certifications are associated with that function.

The agency's leadership program Strengthening Our Abilities & Resources (SOAR) provides developmental training to selected members of the agency who wish to strengthen their management skills in current and future positions.

5.4. How does employee training contribute to the achievement of your action plans?

SCPRT's approach on intra-agency projects is to create "umbrella teams" bringing together talent from throughout the agency. Our experience with these teams has demonstrated that applying a variety of different perspectives to a particular project

results in improved output. In addition, such an approach results in greater “buy in” for projects among agency personnel. Currently, there are several intra-agency projects at work. The Park Service Point of Sale and the website redesign are all successful models.

The SOAR program serves as a succession planning initiative deemed to enhance the management and leadership skills of a class of 16 of the agency’s finest qualified applicants per year. The program consists of a series of team building and scheduled courses encompassing management topics such as Fundamentals of Management and Theories of Leadership.

5.5. How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans?

The Employee Performance Management System (EPMS) is a tool that helps employees see their roles and responsibilities within the agency and work toward achieving agency goals. High performance is supported through the use of this tool. A universal review date allows employees and supervisors the opportunity to better plan for training opportunities, set goals and measurements for professional development, assist the agency leadership with better annual budget planning, and tie performance objectives to the agency’s operational plan. A mandatory objective is included in all EPMS planning stages for a teamwork evaluation. This objective helps align project team efforts and allows employees participating on teams to give and receive feedback on the team’s performance. For the planning stage of FY 06-07, a mandatory objective was added to upper-level manager EPMS to support the Performance Measures Dashboard review process. (See Category 2.4)

5.6. How do you motivate employees to develop and utilize their full potential?

Among the formal strategies are career path development tracks in the Welcome Centers and State Parks; annual State Park and Welcome Centers conferences; agency wide staff meetings; program level meetings and project team meetings; an Employee Appreciation and Employee of the Year program; and Service Awards. Informal incentives include one-on-one recognition; recognition in group meetings; and recognition on the agency's intranet site. Ongoing opportunities for professional development training also provide motivation to employees. The agency offers computer training to all employees and professional certifications -- designed, in part, to motivate the workforce.

5.7. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you determine priorities for improvement?

Since FY 02-03, SCPRT has administered an annual agency wide Employee Engagement Survey program. This survey is distributed to all full time employees and results provide feedback on agency performance and provide direction for initiatives taken to improve employee satisfaction across the agency. To assist every employee with the day-to-day realities of his or her job, the agency continues to evaluate several key employee engagement factors through the use of an annual employee engagement survey. These factors – derived from decades of research conducted by the Gallup Organization – are used to determine whether people are engaged, not engaged, or actively disengaged at work. (See Category 7.4) The Performance Measures

Dashboard that focuses on employee relations evaluates performance on a variety of measures related to employee well being and motivation. Data and information related specifically to retention and grievances are analyzed to determine if an underlying pattern or systemic problem needs addressing and, if so, improvements are planned and implemented.

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

Our agency manages programs of safety and compliance for the workplace for employees as well as for millions of visitors to State Parks. At every field location as well as the central office, a safety officer is responsible for maintaining a safe workplace. Material Safety Data Sheets are kept up-to-date and are readily available. Safety programs include, but are not limited to: CPR, defensive driving, hazard communication, Personal Protective Equipment (PPE), Preventive Disease Transmission, Standard First Aid, Confined Space, and Safe scaffolding construction. Selected employees that may encounter blood-borne pathogens have received hepatitis vaccinations to reduce exposure and prevent infection. Safety is communicated on a routine basis through safety meetings and at major work sites through weekly meetings. (See Figures 7.4.3 and 7.4.4)

In the event of a hurricane or disaster, the agency has a crisis communication plan in place to:

- Provide for the communication of immediate and accurate assessments of conditions to clients and customers;
- Provide a communications link between the state and its tourism-industry partners; and
- Assist a rapid return to business activity in affected areas through positive communications.

Category 6 – Process Management

6.1. How do you determine, and what are your key processes that produce, create, or add value for your customers and your organization? How do you ensure that these processes are used?

See Category 6.2 for a complete description of the integration between key design and delivery processes / services and meeting key performance requirements including use of technology, customer requirements, and mission-related requirements. Reinforcing use of key processes comes through the quarterly review of Performance Measures Dashboards, the annual Park Managers Conference, the annual Welcome Centers Conference, and the review of initiatives and measures that support the strategic goals of the agency Director.

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

SCPRT has four major program areas: Tourism Sales & Marketing, Tourism-based Community & Economic Development, State Parks, and Recreation. Various operational plans are in place (see section 2.1):

- | | |
|--------------------------|---------------------------------|
| Diversity Plan | Orientation & Training Plans |
| Marketing Plan | Emergency Preparedness Plan |
| Technology Services Plan | Comprehensive Interpretive Plan |

State Parks Planning Process
National Heritage Corridor Program
of Work

Finance/Budget & Fiscal
Management Plan
Recreation, Planning & Engineering
Operations Plan

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

The Tourism Community and Economic Development program focuses on attracting and facilitating new and expanding quality destination tourism developments. The program also works to develop a grassroots initiative that uses natural, cultural, and historic resources to provide economic development through tourism. Based on the unique needs of a company, services provided by SCPRT include the analysis of project criteria, site location assistance, customized project-related research, demographic and visitor information, tax information and business tax incentives.

The South Carolina National Heritage Corridor consists of fourteen counties that are marketed through a system of visitor's centers, interpretive signage, travel guides and maps, sending tourists out to the various rural tourism destinations in the Heritage Corridor Discovery System. This program recognizes the value of heritage tourism to the economic revitalization of rural communities. In the fourteen county Corridor, 50/50 cash match grants are designed for locations to use funds to develop and market tourism product. (See Figure 7.1.5)

Through the complete redesign of the agency website (now three separate but integrated sites: Tourism, State Parks, and SCPRT's agency site) an opportunity has been created to expand upon the agency's matrix organizational structure, further opening the lines of communication, broadening knowledge, and expanding cooperation across the agency. The Web Council coordinates on-going development of the sites, managing data collection procedures, providing internal and external training, supporting interactive marketing strategies, and aligning web strategies with the direction provided from agency leadership.

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

By implementing the CRS, the State Park Service offers vastly improved customer service, powerful management information for park personnel, and a much fairer system for the allocation of high demand park resources. Improved customer service also increases revenue for state parks through easy booking, more consumer information, the ability to cross-sell consumers, and improved yield management.

In addition, the State Park Service runs its thirty retail operations in the same manner it did 25 years ago. In FY 04-05, the agency awarded an RFP to implement a Point of Sale

(POS) system to address this issue. In FY06-07, SCPRT has successfully implemented Point of Sale (POS) at both the State House Gift shop and the Governor's Mansion Gift shop and is in the process of implementation at 17 State Parks.

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

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

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

SCPRT's marketing plan is a key blueprint from which the agency works. SCPRT uses research, surveys and other marketing tools to determine what mediums (such as newspapers, magazines, radio, television, billboard) to employ and where to place our advertising dollars to maximize return on investment.

SCPRT maintains a close relationship and an open exchange of information with its research vendors. The vendor that performs advertising-related research studies has the freedom to contact SCPRT's advertising agency, marketing office staff or research staff at anytime to get information or materials necessary to the completion of these projects. The research director at SCPRT makes sure the vendor knows what our specific marketing objectives and goals are, what specific information SCPRT needs to know in these reports, and changes in informational needs that may occur from year to year. This person serves as a funnel to the vendor for suggestions by members of the sales and marketing office, the research staff, the advertising agency, and others on ways that these reports may be improved.

6.4. How do you systematically evaluate and improve your key product and service related processes?

The Domestic Consumer Advertising programs seek to attract new visitors as well as repeat visitors, encouraging extended stays and increased expenditures. Advertising-related products and services developed with media partners and industry members produces added-value. A significant amount of marketing exposure is gained through destination event programs, new electronic guides and interest-targeted email deployments, various sweepstakes, dedicated sections featuring South Carolina, co-branded interactive efforts with ESPN and Golf Digest and bonus ad units.

General leisure advertising cross platform programs were negotiated with media partners to create customized events to attract additional visitors throughout the state. Destination marketing organizations (Charleston, Hilton Head Island and Georgetown) are partnering with SCPRT to give consumers more reasons to visit, stay longer and to help increase consumer spending.

Sales and marketing strategies and tactics implemented in targeted international markets (Canada, UK, Ireland, Germany and other German-speaking countries) always incorporate the South Carolina brand. Sales and marketing strategies and tactics implemented in the domestic group tour market also consistently incorporate the state's brand.

SCPRT has made numerous improvements to the quality and scope of the research it conducts. SCPRT's annual survey to test consumer awareness of and reaction to its advertising campaign was expanded from eastern states to include the entire United States. SCPRT also conducted the first survey of consumers that had made reservations through its State Parks Central Reservation (CRS) System in 2005. CRS Consumers were asked about their travel behavior regarding state parks as well as their satisfaction with their experience. SCPRT became a partner with other states in a program to purchase syndicated data about trip behavior of domestic travelers. State clients cooperatively make decisions about the type of data collected and how the survey is administered.

The State Park Service continues to work with private and public organizations on the protection and utilization of such natural and cultural resources as the Battle of Camden Revolutionary War site, and the Blue Ridge Escarpment. SCPRT is seeking new state park resources for the next 50 years through an agreement with Duke Energy and negotiations with SCE&G in the hydroelectric re-licensing process. Opportunities include new historic, natural, and recreational resources at Great Falls and recreational resources at Lake Wateree, and at Lake Murray through cooperative efforts with the many stakeholders in the re-licensing process.

The State Park Service with Reserve America provides the state parks with a central reservation system. Along with this reservation system are numerous opportunities to promote and market S.C. State Parks. The state park sales manager coordinates and manages these value-added opportunities that are available at little or no cost to the agency. Marketing opportunities which are national in scope include promotion of state parks through: e-newsletters, Top 100 Campground Awards, editorial in Camping Life magazine, and banner ads and editorial on the Reserve America website.

A sales and marketing manager position for state parks has worked to boost state parks as an economic development asset and to provide the state parks with additional revenue. Many projects have come to fruition this year to promote parks to existing customers and potential new customers. SCPRT has successfully implemented a Point of Sale (POS) system at both the State House Gift Shop and the Governor's Mansion Gift Shop and is in the process of implementing it at 17 state parks. The value and benefits of the system will continue to develop, as the system will make improvements in inventory management, purchasing strategies and various benefits to the customer. The system will allow parks to track merchandise, and monitor sales and expenses while streamlining many of the reports currently used.

SCPRT continued a relationship with the Outdoor Advertising Association of South Carolina. This partnership has brought statewide advertising exposure for the State Park Service at minimal cost to SCPRT. Members of the association run the state park creative message on "open" billboards throughout the state. SCPRT invested \$20,000

in the production of the creative materials and is receiving the billboard space at no cost. The value of the pro-bono billboard campaign is estimated at nearly \$500,000 annually.

SCPRT created a proactive public relations effort that extended advertising messages by generating free publicity in targeted markets. It also reached secondary markets by providing professional response to information and photography inquiries and leveraged major events in the industry.

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

Technology Services continued to provide cost-savings by providing select services at no cost to: South Carolina Administrative Law Court (SCALC), Secretary of State Office, Governor's Office, and Department of Juvenile Justice.

SCPRT developed a new consumer-focused website to serve as the nexus of SCPRT's marketing program and to drive South Carolina to the forefront among state tourism offices using technology to attract potential leisure travelers.

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

The PARD program is a state-funded reimbursement grant program. It is a non-competitive program available to eligible governmental entities within each county area for development of new indoor or outdoor public recreation facilities or enhancements/renovations to existing facilities. Each project must have the endorsement of a majority of the legislative delegation members of that county. (See Category 7.3) The RELT program is a state-funded reimbursement grant program. The funds can only be used for the acquisition of land for the purpose of public recreation. All applicants are graded utilizing established criteria reviewed by a grading team. The LWCF program is a federal grant program under the direction of the National Park Service, US Department of Interior. These funds can be used for either land acquisition or facility development for the purpose of public outdoor recreation. All applications are graded utilizing established criteria reviewed by a grading team. (See Category 7.3)

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

Heritage Corridor Development Grants provide federal grants for planning, product development, and marketing. Local boards, plus a technical review team of other funds in the state, review grants, and the Heritage Corridor Board of Directors has final approval. Processes are improved with feedback from grant recipients and applicants,

as well as those involved with the various stages of review. Specifically, the Heritage Corridor board codifies policy changes for the grants program at its regular meetings. (See Figure 7.1.5)

The Park Service uses the reinvestment strategic goal to encourage practices and initiatives that focus on business components. This accomplishment is made possible through innovative programs and a commitment to improving efficiencies in park operations. This past year the Park Service implemented a new program targeting five parks into an “enterprise zone.” Those five parks are Hickory Knob State Resort Area, Santee State Park, Cheraw State Recreation Area, Myrtle Beach State Park and Table Rock State Park. This innovative concept allows the Park Service to focus on the five parks and incorporate system wide any lessons learned.

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

6.6. How does your organization determine the resources needed to meet current and projected budget and financial obligations?

SCPRT uses historical analysis to estimate current and projected operational financial obligations. SCPRT’s strategic long term goals are reviewed and help guide our Annual Budget Request addressed by the Governor and the General Assembly.

Category 7- Results

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

Tourism's Economic Impact

Travel and tourism's direct and/or indirect impact generates or supports 11% of all jobs in the state. In 2006, the Hospitality and Leisure Industry added 4,200 jobs.

State and local taxes directly and/or indirectly generated from travel and tourism total over \$1 billion - \$0.51 billion transaction taxes (e.g., travel-generated sales, accommodations, admissions, and hospitality taxes), \$0.34 billion property taxes, and \$0.25 billion personal and corporate income taxes. The ratio of tax revenues to public costs related to travel and tourism was \$2.50 to \$1.

In 2006, domestic travel expenditures in South Carolina totaled over \$9.1 billion, up 6.9% over 2005. Since 2003, it has increased 26.3%.

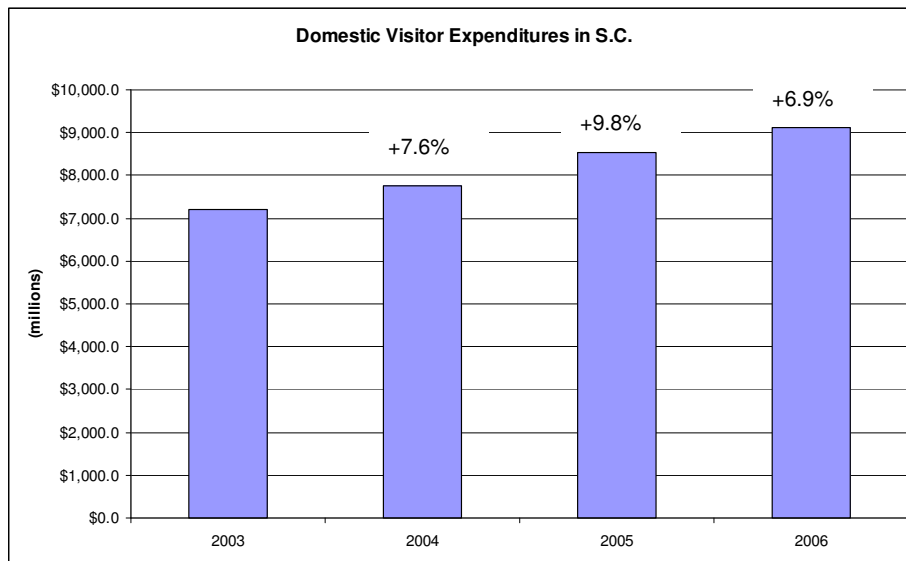


Figure 7.1.1

South Carolina's average hotel RevPAR (Revenue per Available Room) was \$48.39 in 2006, up 7.2% over 2005. The average occupancy rate (60%) times the average daily room rate (\$80.66) yields \$48.39 in RevPAR.

In FY06-07, state Accommodations Tax collections were up 5.8%, Admissions Tax collections were up 6.9%, and tourism-related Gross Sales were up 9%.

Marketing

In FY06-07, \$15.2 million were allocated to the state tourism marketing budget, up 6% over the previous year. Over the past 4 years, funds allocated to the marketing budget have increased by 25%.

SCPRT's 2006 General Domestic Leisure and Golf Marketing Campaigns successfully continued efforts to extend South Carolina's brand to core and developing markets:

Among targeted households east of the Mississippi, 27% recalled at least one print ad from SCPRT's general leisure campaign in 2006, an increase over recall of print ads from the 2005 campaign (24%).

Among targeted households nationally, 42% recalled at least one print ad from SCPRT's golf campaign in 2006, an increase over recall of print ads from the 2005 campaign (32%).

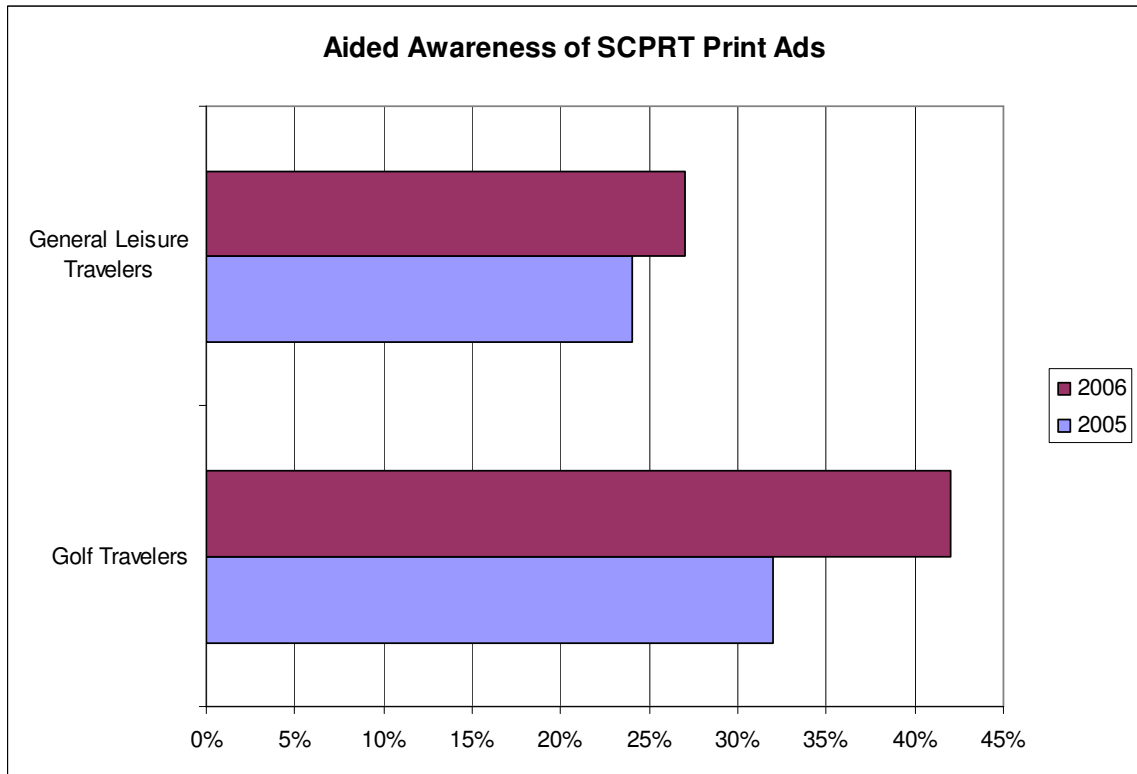


Figure 7.1.2

- 24% of targeted households east of the Mississippi that recalled SCPRT's general leisure ads visited South Carolina in 2006, making them more than twice as likely to visit as those who had not seen ads (11%). They were also more than twice as likely to take multiple trips to South Carolina in a given year (10% vs. 3%).
- 36% of targeted households east of the Mississippi that recalled SCPRT's golf ads visited South Carolina in 2006, making them twice as likely to visit as those who hadn't seen ads (18%).

SCPRT's new consumer-focused website, DiscoverSouthCarolina.com, was officially launched in March 2006. Comparative data show an 86% increase in visits in March-June 2007 over March-June 2006. The State Parks consumer website, SouthCarolinaParks.com, also launched in March 2006 showed a 74% increase in visits for the same period in 2007 over 2006. Niche market micro-sites were launched in

January 2007 (SouthCarolinaGolf.com), February 2007 (SavorSouthCarolina.com), and March 2007 (CarolinaGirls.Travel).

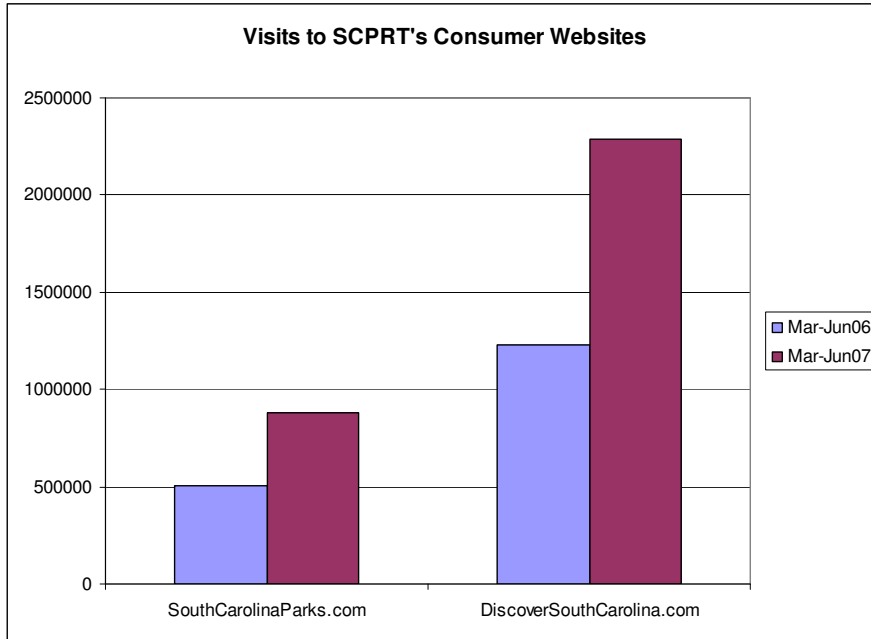


Figure 7.1.3

Requests for the state's Travel Guide generated by the state's branding advertising campaign totaled over 110,000 from January-June 2007.

Welcome Centers

Visitor Services is the primary activity of the South Carolina Welcome Center Program. Travel counselors in the state's nine Welcome Centers provide travel information, distribute tourism literature, and make accommodation and attraction reservations for visitors. Annually, the centers distribute nearly 7 million brochures promoting South Carolina accommodations and attractions.

SC Welcome Centers	FY06-07 Sign-In Visitors	FY06-07 Door Count	FY06-07 Room Night Reservations	FY06-07 Attraction Reservations
TOTAL	1,515,395	2,378,630	\$2.667,260	\$63,643

Figure 7.1.4

Public Relations

In FY 06-07, the agency public relations staff generated about \$2 million in coverage for South Carolina destinations and for SCPRT as a public service. The coverage resulted from 82 press releases, 142 press conferences and media interviews and 211 photography requests. Additionally, they provided meaningful information exchange with partners in more than 10 e-newsletters, a variety of public speeches, and forums at the Governor's Conference on Tourism and Travel and annual Public Relations Seminar.

SC National Heritage Corridor

Heading into FY 07-08, the Heritage Corridor is in its tenth year of federal funding following Congressional authorization in 1996. The amount of awareness of the program is growing as residents and stakeholders within the 14 counties become knowledgeable about the opportunities for them to participate and to support the Corridor's development. The program is based on grassroots involvement; therefore the number of times individuals participate in Heritage Corridor programs and events is significant, as is the visitation for the Heritage Corridor Discovery System, which includes over 150 sites and two regional Discovery Centers. Grant funds support Corridor projects and indicate product development growth within the Corridor and the opportunity to leverage local funds.

Accomplishments in FY06-07:

- Installed interpretive signage at 32 Discovery Sites with work begun on 37 additional sites in the Lowcountry.
- Hosted over 20,000 visitors in the Discovery Centers and Group Tours with nearly \$85,000 in gift sales and tourx fees.
- Awarded 26 grants for a total of \$327,509 with a total project value of \$5.5 million.

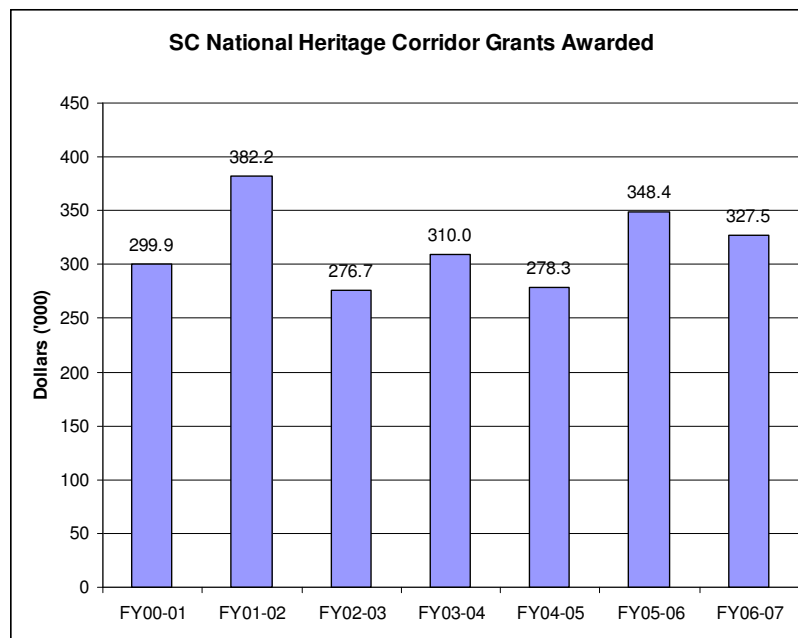


Figure 7.1.5

Community & Economic Development

During the 2006 calendar year, five major economic development projects announced plans to build new facilities. The combined capital investment of these projects totaled \$522 million with plans to create over 3,300 new jobs. One of these announcements is of particular significance for it was the single largest tourism-related capital investment project ever announced in South Carolina's history – Hard Rock Park, Myrtle Beach.

Carolina Adventure World, a 2,600 acre tract of land in Fairfield County, had a "soft" opening in April 2007 with access to a portion of the park. Future plans include a 40-room lodge, restaurant facilities, campsites, cabins, and RV sites.

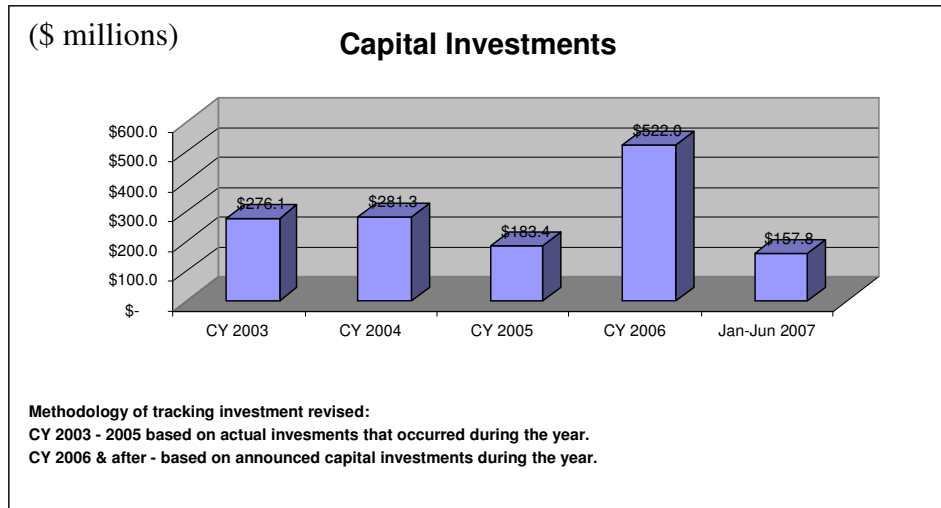


Figure 7.1.6

As the leading authority on Admissions Tax funding for tourism infrastructure projects, the agency provided technical assistance to city and county governments through the S.C. Coordinating Council and the S.C. Department of Revenue. Through this program, \$2.9 million from Jan-Dec 2006 in state admissions taxes were earmarked to assist with public infrastructure in the city or county where the qualified facility is located. In the first quarter of 2007, payouts of admissions tax funds for public infrastructure increased 14% over the same period of 2006.

Recreation, Planning & Engineering

Permanent Improvement Projects completed in FY 2006/2007 totaled \$12,413,000 and included:

- | | |
|---|--|
| Charles Towne Landing Visitor Center and Other (\$6,052K) | PM Visitor Center (\$250K) |
| Hunting Island Beach Groins and Nature Center (\$3,300K) | KT Education Center (\$150K) |
| Santee Rondette Pier Renovation (\$671K) | Landsford Canal Trails (\$100K) |
| Myrtle Beach Boardwalks (\$500K) | Colleton Office (\$80K) |
| Hamilton Branch Causeway and Paving (\$323K) | Dreher Island Tournament Shelter (\$55K) |
| | Table Rock Lodge ADA Ramp (\$ 25K) |
| | Caesars Head Overlook Shelter (\$25K) |

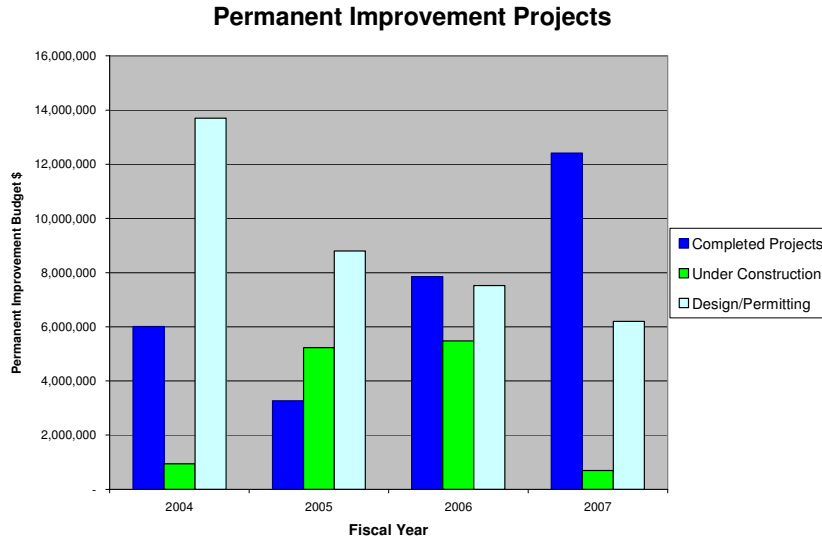


Figure 7.1.7

State Park Service

The continued use and expansion of the Central Reservation System and other marketing efforts have increased both revenue and visitation at key sites. In addition the Park Service has implemented an innovative program that targets five parks into an “enterprise zone”, where special emphasis is placed on revenue generation, customer service and increased efficiencies. Results and practices at these parks are used at other sites as well. Through these efficiencies statewide, the Park Service for the first time in history generated over 20 million dollars in revenues in FY06-07, up 11.9% over FY05-06. Despite the rising costs of many fixed operational costs, expenses increased only 5.8%, leaving over \$2 million dollars for re-investment into state parks in FY07-08.

Species Management

The State Park Service seeks to identify, conserve and perpetuate its populations of endangered, threatened and rare species through an integrated program of public education and management actions aimed at protecting individual species and enhancing critical habitats.

The Marine Turtle Management Program continues to protect Loggerhead turtle nesting at state parks on South Carolina’s coast. Beach renourishment at Edisto Beach helped achieve a 73% hatching success rate for the sea turtles, which yielded additional revenue for the park’s night time program.

An important resource management objective is an ongoing program to reliably inventory and monitor populations of all types of wildlife in state parks. This year two new rare species were identified – the green salamander and the bog turtle.

Preservation of Historic Structures

The last assessment of the State Park Service’s historic structures on the National Register showed 41% in Good condition, 54% Fair, and only 3% Unstable. If Kings Mountain becomes a part of the National Register, the number of historic structures under the State Park Service will double.

7.2. *What are your performance levels and trends for key measures of customer satisfaction?*
Park Service Customer Satisfaction

A statewide survey of 815 South Carolina adults conducted by the USC Institute for Public Service and Policy Research in April 2007 showed that 96% of South Carolinians who visited a state park in the past year were somewhat to very satisfied with their visit. These results were similar to those from previous surveys since 2001, ranging between 94% and 98%. (Results have a potential $\pm 3.5\%$ sampling error at a 95% confidence level for questions with 800+ respondents.)

Respondents were asked to evaluate the various roles that the S.C. State Park Service plays in outdoor recreation, conservation, education, protecting historic and cultural resources, protecting natural resources and open space. Ratings of “good” or “excellent” for all of the State Park Service roles rose in 2006 and stayed there in 2007.

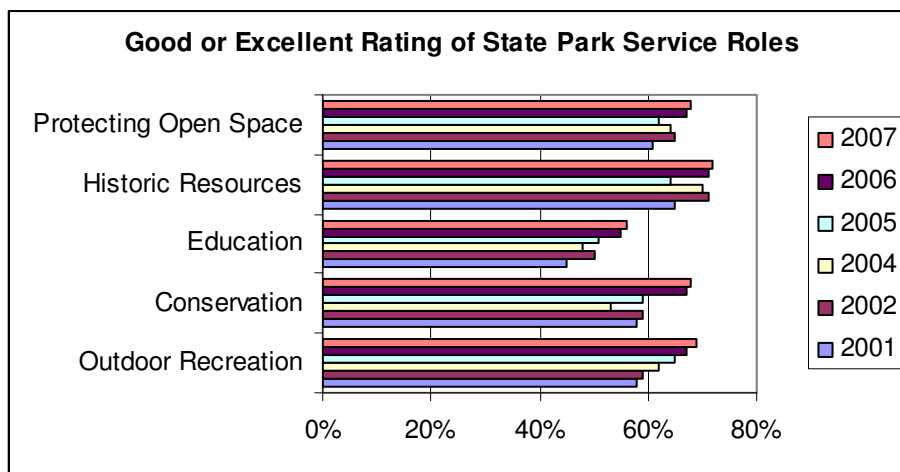


Figure 7.2.1

The percentage of state residents visiting a SC State Park also rose in 2006 and stayed high in 2007. Possible explanations may be a combination of factors: steep rise in gas prices is leading residents to recreate closer to home; SCPRT has had an aggressive marketing campaign to promote SC State Parks; and SCPRT has implemented a central reservation system to improve access to its cabins, campsites, and other rentable facilities.

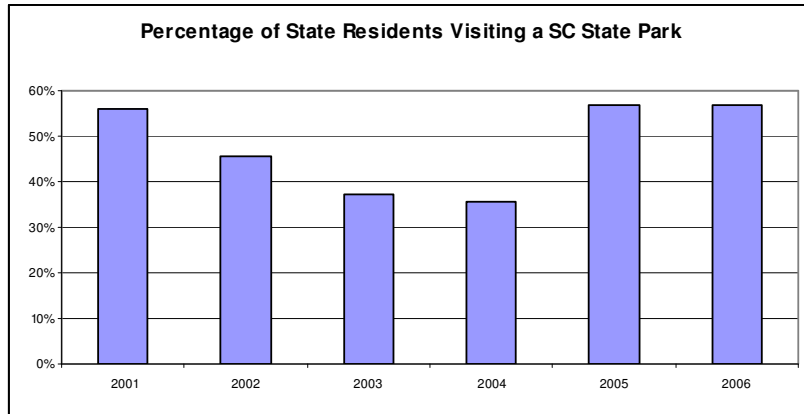


Figure 7.2.2

Top reasons cited for visiting a State Park were similar to 2006: family outing/gathering (slight decrease), relaxation (slight decrease), camping (slight increase), enjoy nature/natural features (slight increase), walking (large increase), recreation-unspecified (decrease), picnic/cook out (decrease), or fishing (increase).

Family outing; family gathering	22%
Relaxation	18%
Camping	16%
Enjoy nature; enjoy natural features	16%
Walking; walking trails	16%
Recreation (unspecified)	15%
Picnic/cook-out	12%
Fishing.....	12%

Figure 7.2.3

Discover Carolina Customer Satisfaction

SCPRT partnered with Clemson University to create a systematic evaluation of the Discover Carolina school field experience program. The approach to the evaluation was to measure the perceptions of teachers and chaperones as to whether desired outcomes were being accomplished through the program. Data were not collected from students due to burdensome regulations governing conducting research “on” children. After receiving high ratings for three consecutive years at five Discover Carolina parks, it is clear programs developed within the Discover Carolina model do indeed produce high quality programs that meet the needs of the teachers.

SC State Park Family Interpretive Programs

During the summer months, adult audience members were asked to evaluate interpretive programs offered by the South Carolina State Park system. Evaluation forms were distributed at the end of programs and were mailed to Clemson University by 280 program participants. The form asked program participants to rate their overall satisfaction along with their satisfaction with specific attributes of programs. Results were very positive. The overall satisfaction question used a traditional 1-10 scale where 1= “extremely dissatisfied” and 10= “extremely satisfied”. The overall mean for this scale was 9.4 indicating high satisfaction. Program participants who attended with children were particularly satisfied with a mean of 9.50.

Questions about specific attributes of the program that should contribute to visitor satisfaction also yielded high mean scores. No mean score was below a value of four on a five-point scale. The top ranked items dealt with characteristics of the interpreters including them being friendly, knowledgeable and making the program interesting. See Figure 7.2.4 on the next page. When visitors were asked in an open-ended format what they disliked about the programs, fifty-three percent wrote down that there was “nothing” that they liked least. Additional comments varied considerably and none were mentioned by more than ten percent of the sample. These comments include the need to upgrade facilities and audiovisual equipment, problems with biting insects, length of program, and other visitors disturbing the program. Using the same open-ended query about what was most liked, audience members most frequently mentioned the information they gained from the presentation. Additional comments dealt with enjoying being in the park setting (historic or cultural), the style of delivery of the interpreters or the program format.

Evaluation of State Park Family Interpretive Programs

<i>Answer each question below by circling one answer¹ to the right of each question</i>	<i>Mean (N=280)</i>
The program leader was friendly	4.86
I will attend state park programs in the future	4.68
The program leader knew a lot.	4.75
The program leader made it interesting for me	4.69
I learned a lot at the program	4.62
The program fascinated me	4.51
The program was the right length	4.46
After the program, I felt a connection to the park	4.47
Children attending the program seemed interested	4.38
I better understand the purpose of SC State Parks	4.20
I want to learn even more about the program topic	4.20

Figure 7.2.4

Park Service Lodging & Golf

The table below reflects the average fiscal year occupancy rates for State Park lodging and average number of golf rounds each fiscal year for State Park golf courses.

Fiscal Year Occupancy Rates & Golf Rounds

	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07
Cabins & Villas	55%	53%	53%	50%	51%	67%
Campsites	31%	27%	28%	26%	28%	35%
Golf Rounds	50,321	42,061	42,641	43,620	46,552	50,008

Figure 7.2.5

Occupancy rates increased in all types of State Park accommodations in FY06-07. The percent change in occupancy rates in FY06-07 of Cabins & Villas was a 31% increase and of Campsites increased 13% compared to FY05-06. Golf rounds in FY 06-07 increased 7% compared to FY 05-06. Customer satisfaction levels are consistently in the 1.4 range where 1 is excellent and 2 good.

State Park Central Reservation System

The State Park Service is entering the third year of a contract with Reserve America that provides the state parks with a central reservation system (CRS). Total CRS stay-nights/days for FY06-07 were 390,228, up 15.4% compared to FY05-06.

	FY06/07	% Chg
Stays	131,898	+11.1%
Stay-Nights/Days	390,228	+15.4%
Res. Method		
Field Manager	178,777	+1.1%
Call Center	89,904	+10.1%
Web	121,331	+52.3%
Canceled/Void	52,815	-19.7%

Notes:

CRS statistics reported are for stays with start dates beginning in the indicated time period. Stays include non-voided/cancelled bookings of overnight and/or day use facilities through the field manager, call center, and website channels. Stay-Nights/Days are the total number of nights associated with overnight reservations plus days associated with day use facilities.

Figure 7.2.6

Research & Policy Development

The Research and Policy Development staff maintains a comprehensive array of reports on the SCPRT website. Annual research reports updated in FY06-07 include the Contribution of Travel and Tourism to South Carolina’s Economy (2005), Economic Impact of Domestic Travel Expenditures on South Carolina Counties (2006), Domestic Travel in South Carolina (2006), International Travel in South Carolina (2005), and the Expenditures of Annual Accommodations Tax Revenues by Local Government (FY04-05). Quarterly business indicators, including accommodations and admissions tax collections, tourism-related gross sales receipts, hotel operational statistics, airport deplanements, and hospitality/leisure employment, are analyzed in the South Carolina Travel Barometers. Monthly statistics are posted for accommodations and admissions tax collections and hotel occupancy statistics. Weekly reports of daily hotel occupancy statistics are also reported. On average, 17.5 unique visitors per day come to the research home page on the. Additionally, SCPRT’s research staff responds to an average 1.2 requests per day for direct assistance.

7.3 What are your performance levels and trends for the key measures of financial performance, including measures of cost containment, as appropriate?

Advertising Co-op Revenue

SCPRT derives revenue from its Cooperative Advertising Sales Program by offering in-state tourism industry partners cooperative advertising opportunities that include a variety of magazine, television and interactive programs. SCPRT purchases advertising units and then brokers a portion of the units to its partners at a discounted rate. This allows South Carolina and its partners to have a greater, more frequent presence in the consumer marketplace. SCPRT reinvests the revenue from this program into its media buy. The amount of revenue generated in any given year is directly related to whether SCPRT’s strategy for the year is weighted more toward a branding message or more toward a retail message. When SCPRT places a stronger emphasis on branding, fewer co-op programs are available and revenue declines. Cooperative Advertising Sales Program net revenue to SCPRT for FY 06-07 is \$709,250.

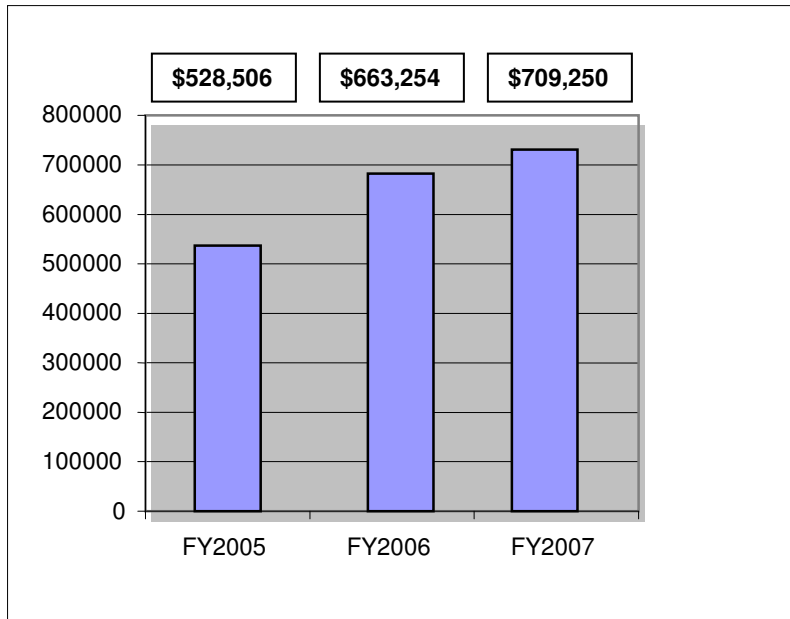


Figure 7.3.1

Note: Although the media schedule runs on the CY, ad sales revenue is collected and applied to the FY budget. Ad sales start in the fall prior to the implementation of the CY media plan.

Revenue is also generated through advertising units offered to tourism industry partners within the printed “Smiles and Places” visitors guide. Revenue generated from the 2007 “Smiles” Cooperative Advertising Program was \$472,771. Net revenue to SCPRT for 2007 was the highest in three years, and the second highest of the decade. A record number of new advertising partners participated in the 2007 Smiles issue. The revenue is used to offset the printing costs of the publication. The “Smiles” guide is sent to consumers who respond to SCPRT advertising, request a guide through the tourism website, and is distributed through the state’s nine welcome centers.

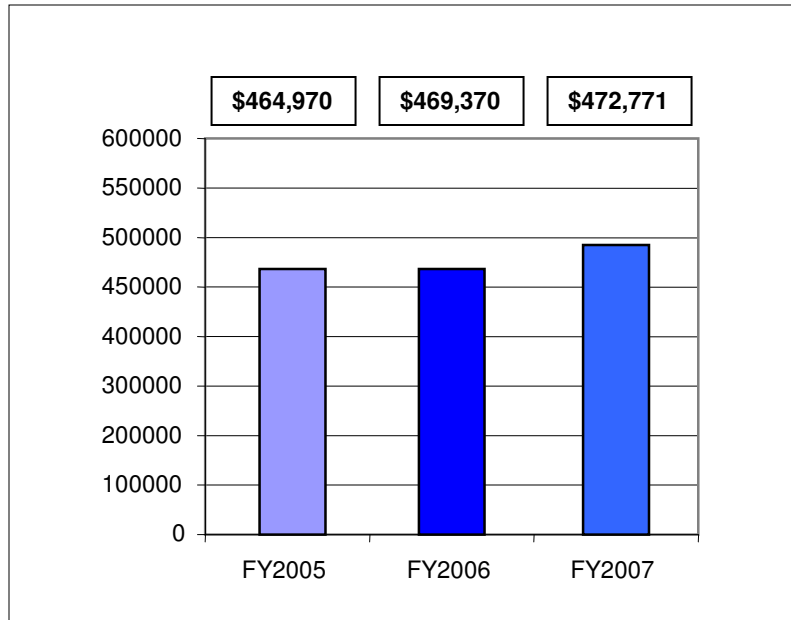


Figure 7.3.2

Additional revenue is generated from online advertising programs made available to industry partners on the new DiscoverSouthCarolina.com and SouthCarolinaParks.com website which is addressed in the websites dashboard.

The Tourism Partnership Fund Grant Awards (TPF) awarded 77 grants for \$4.5 million out of total request for \$5.5 million. Panelist judges this year included two from outside South Carolina who will assist for several years to offer continuity in the rating process.

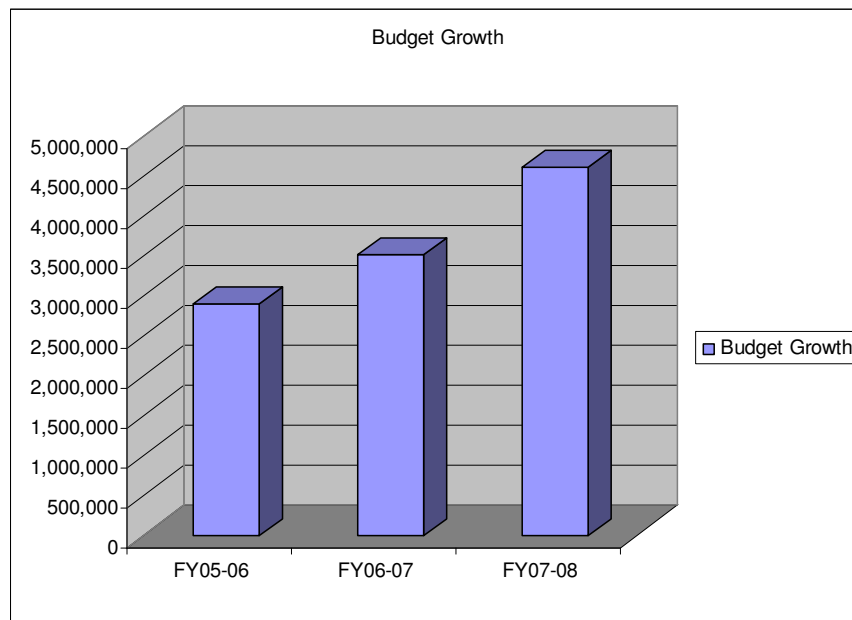


Figure 7.3.3

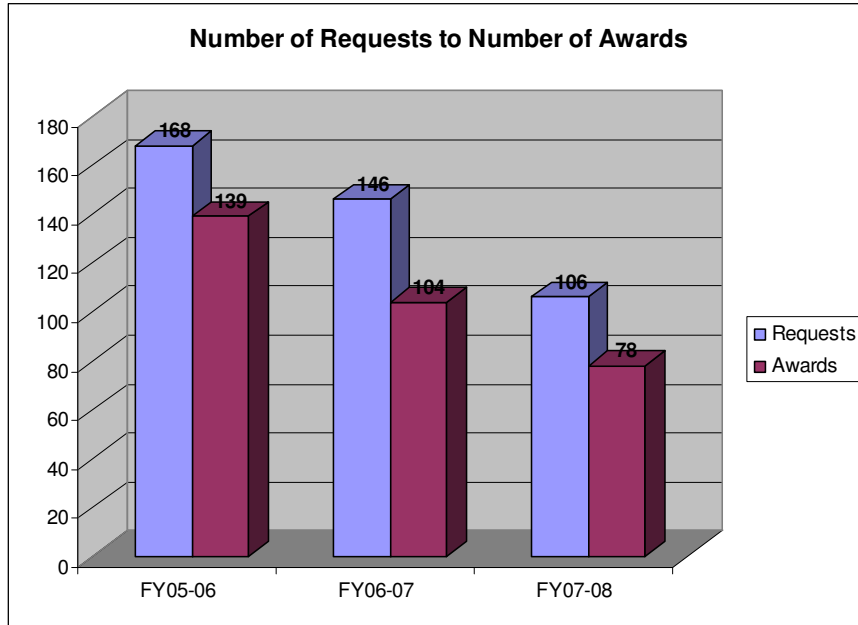


Figure 7.3.4

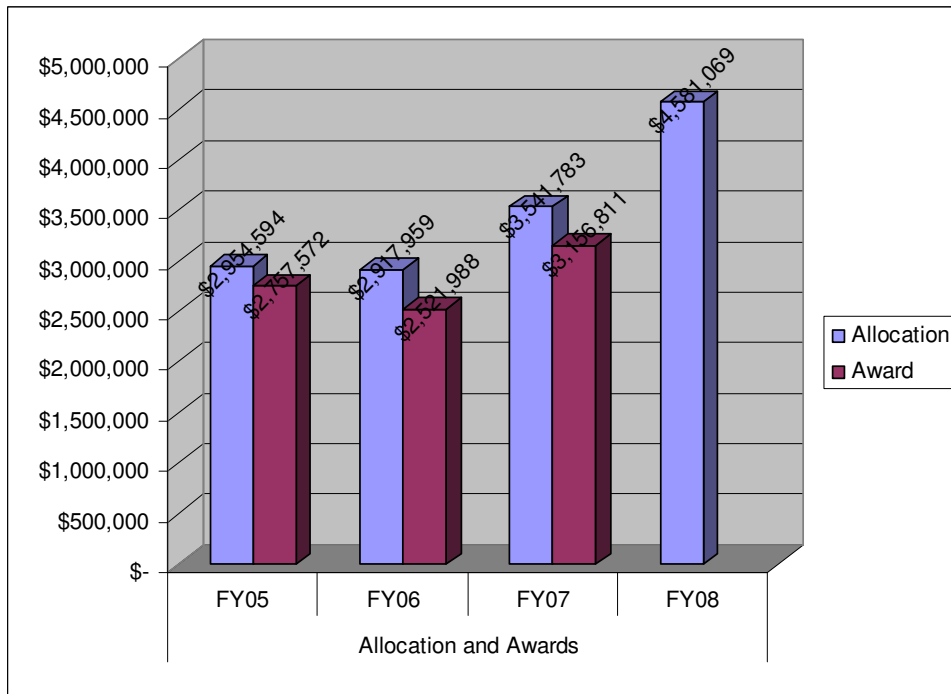


Figure 7.3.5

The South Carolina Welcome Center program accomplishes its training through a partnership with tourism industry businesses and organizations. The following table shows SCPRT's dollar investment in the product familiarization portion of its training program and the in-kind contribution provided by tourism industry partners.

Welcome Center Familiarization Tours

FY 2006-07 Comparison of SC Tourism Industry Partners' In-Kind Contributions to SC Welcome Center Training Fam Expenses				
Comparisons	FY 03-04	FY 04-05	FY 05-06	FY 06-07
Total Value of Training	\$21,768	\$25,062	\$29,484	\$28,510
SCPRT's Actual Cost	\$2,369	\$3,703	\$5,183	\$4,406*
Tourism Industry In-Kind Contribution	\$9 for every \$1 from SCPRT	\$7 for every \$1 from SCPRT	\$6 for every \$1 from SCPRT	\$6.50 for every \$1 from SCPRT

*Reflects increase to 44.5 cents/mile (from 34.5 cents/mile)

Figure 7.3.6

State Park Service

The National State Parks Association ranks states in terms of various performance measures. Two of the comparable sets of data are the self-sufficiency of state park systems and the revenue generation of state park systems. Self-sufficiency is defined as the percentage of the total park system budget derived from park-generated revenue. The Park Services target was 78% self-sufficiency.

This year the park system raised its level of self sufficiency to 77%. While this number is less than the targeted 78%, it continues to improve. When comparing S.C. to other states, S.C. performs in the top ten of self-sufficient systems in the nation.

Fiscal Year	Revenue	Expenses	Self-sufficiency
98-99	\$15,538,428	\$22,597,040	68.76%
99-00	\$16,055,434	\$25,799,976	62.23%
00-01	\$15,878,864	\$28,157,056	56.39%
01-02	\$16,363,275	\$24,652,701	66.38%
02-03	\$14,995,105	\$24,117,119	62.18%
03-04	\$16,763,173	\$23,334,689	71.84%
04-05	\$16,892,468	\$23,824,344	70.90%
05-06	\$18,303,666	\$24,913,658	73.47%
06-07	\$20,318,200	\$26,355,388	77.09%

Figure 7.3.7

State Park Revenue by Category

Camping revenue increased by over \$1 million (+16.9%) in FY06-07 over FY05-06. These increases can be attributed to the Central Reservation System, which gives customers the flexibility of making their reservations via the internet, calling the Reserve America call center, or contacting the park directly.

	FY05-06	FY06-07	Difference	% Change
Admissions	\$ 3,094,597.59	\$ 3,530,679.28	\$ 436,081.69	14.09%
Rental-Cabins & Lodges	\$ 3,942,231.20	\$ 4,032,378.69	\$ 90,147.49	2.61%
Rental-Camping	\$ 6,230,801.79	\$ 7,256,304.10	\$ 1,025,502.31	16.91%
State Park User Fees	\$ 1,756,497.50	\$ 1,849,811.76	\$ 93,314.26	5.84%
Leases and Commissions	\$ 231,776.96	\$ 267,344.65	\$ 35,567.69	22.27%
Sales	\$ 2,970,925.83	\$ 3,324,748.40	\$ 353,822.57	12.82%
Miscellaneous	\$ 77,563.20	\$ 56,933.29	\$ (20,629.91)	-33.75%
Total Revenues	\$18,304,394.07	\$ 20,318,200.17	\$ 2,013,806.10	11.93%

Figure 7.3.8

State Park Impact on Tax Revenues

Each state park is assigned a State Identification Number and this number remits all returns. The first two digits of the number reflect the county in which each park is located. However, accommodations tax that is remitted to DOR for a particular county may not be remitted to that county because of the way the state calculates the funds. For example, Horry County does not receive the full amount of accommodations tax reported to DOR. Local Option tax which includes: Local Option Sales Tax, School District Tax and Capital Project Tax, is remitted directly to the county or city via DOR. These taxes do have a direct impact on the county or city in which that state park operates. (See Figure 7.3.9)

Taxes Paid by State Park Visitors	FY05-06	FY06-07	Difference	% Change
Paid to Dept of Revenue				
Admissions Tax	\$ 169,741.00	\$ 183,894.00	\$ 14,153.00	8%
Sales Tax	\$ 686,296.00	\$ 733,513.00	\$ 47,217.00	7%
State Accommodations Tax	\$ 204,101.00	\$ 217,659.00	\$ 13,558.00	7%
Local Option Taxes	\$ 74,452.00	\$ 100,641.00	\$ 26,189.00	35%
Paid to County				
Local Accommodations Tax	\$ 206,754.00	\$ 221,302.00	\$ 14,548.00	7%
Local Admissions Tax (MB & HI)	\$ 19,587.00	\$ 28,807.00	\$ 9,220.00	47%
Local Hospitality Tax (MB)	\$ 302.00	\$ 392.00	\$ 90.00	30%
Total	\$ 1,361,233.00	\$ 1,486,208.00	\$ 124,975.00	9%

Figure 7.3.9

Recreation, Planning & Engineering

The Park & Recreation Development Fund (PARF) is a state-funded reimbursement grant program. It is a non-competitive program available to eligible governmental entities within each county area for development of new indoor or outdoor public recreation facilities or enhancements/renovations to existing facilities. During FY06-07, PARF funded 131 projects totaling \$1.4 million. The Land & Water Conservation Fund (LWCF) is a federal grant program under the direction of the National Park Service, US Department of Interior. These funds can be used for either land acquisition or facility

development for the purpose of public outdoor recreation. During FY06-07, LWCF funded 3 projects totaling \$0.4 million. The Recreation Land Trust Fund (RELT) is a state funded reimbursement grant program. The funds can only be used for the acquisition of land for the purpose of public recreation. During FY06-07, RELT funded 10 projects totaling \$0.7 million. The Recreation Trails Program (RTP) is a federal grant program for the construction of recreational trails. In FY06-07, RTP awarded 11 grants totaling \$0.7 million.

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

Employee Learning

SCPRT offered several training opportunities to the workforce including three training classes in interview skills and PD/EPMS. A total of 32 employees attended. Information was also sent to employees on training opportunities through the State Training Consortium that is offered free of charge. SCPRT has continued to collaborate with other agencies to offer training to their employees.

SCPRT has completed the second year of an employee development program. S.O.A.R. (Strengthening Our Abilities and Resources) is a succession planning initiative deemed to enhance management and leadership skills of a class of sixteen (16) of the agency's finest qualified applicants per year. The program consists of a series of team building low challenge exercises and scheduled courses encompassing management topics such as:

- Fundamentals of Management and Theories of Leadership.
- The program trainers consist of external and internal trainers representing different agencies within state government.
- The 2007/2008 ten (10) month(s) program is scheduled to begin its third season September 24, 2007.
- Group Projects are required for the S.O.A.R. curriculum. The sixteen participants will split into groups two groups of eight. The projects will be chosen in September 2007.

State Park Service Training

The Park Service regularly employees around 322 personnel. Personnel are trained and learn through a variety of strategic training programs. These programs range from basic to special function to mandatory training. Training programs are available in-house and also through other offices within SCPRT (Human Resource Management, Technology Services, etc.). Some training is also realized through sources outside of SCPRT. The training available within the Park Service and some outside training funded by the Park Service is closely tracked and expressed in *SPS Training Man-Hours* in the table below. Although training tracked here does not provide an account of all formal training in which SPS personnel participate, it does provide an account of most important formal learning.

The American Society for Training & Development (ASTD) publishes a *State of the Industry Report* annually which reviews the trends in workplace learning and performance. Data from the previous year is available at the beginning of each calendar year. This is the most comprehensive set of data available on both historical and current workplace learning investments and practices in the U.S. It is used as a barometer for the workplace learning and performance community and provides data against which organizations can benchmark their own learning investments and practices.

In Figure 7.4.1 below is a comparison of the average hours of training per State Park Service (SPS) employee with what the American Society for Training and Development (ASTD) Study identifies as the U.S. norm by calendar year.

<u>Calendar Year 2007</u>	<u>2007 (by quarter)</u>	<u>2007 (by quarter)</u>	<u>2007</u>	<u>2006</u>	<u>2006</u>
	SPS Total Person nel	SPS Training Man- Hours	SPS Avg. Hours of Training per Employee	SPS Avg. Hours of Training per Employee	(ASTD Study) Projected US Norm per Employee
Jan-Mar 2007	322	8132	25.25	23.39	–
Apr-Jun 2007	322	444	1.37	7.41	–
Jul-Sep 2007	322			6.51	–
Oct-Dec 2007	322			4.52	–
Calendar Year-End (Total)	322			41.83 Hours	45.22 Hours

Figure 7.4.1

Career Paths have been developed in an effort to provide a pathway for those interested in a career with the State Park Service. The path allows for employees earning specific certifications to advance with monetary increases. Since the inception of the Park Technician Career Path:

- (29) out of (54) employees who are currently enrolled in the program have completed the initial, or Entry Level of the program.
- (8) out of (27) employees completing the entry level portion of the program have also completed the intermediate level, or Level One of the program.

Succession & Retention

HRM began tracking retirees and replacements July 2006. Since January 2007, six (6) employees retired from TERI. Three positions have been filled with external applicants and three positions have been filled with internal applicants.

Diversity & Recruitment

Full-time employee (FTE) minority recruitment initiatives have continued to be a main focus for SCPRT. In addition to the mandated Vacancy Announcement distribution, announcements are being sent to targeted colleges/universities (including specific minority institutions); Legislative Black Caucus and targeted media publications. Minority interns and current employees working in the agency continue to be encouraged to apply for available positions. Human Resource Management attended (3) career fairs to include Minority Colleges and Universities. Diverse Interview Teams continue to be utilized for all positions.

The Agency EEO numbers for the past five years (Oct1-Sep30) are:

2000-2001	77.4%	2002-2003	76.9%	2004-2005	70.9%
2001-2002	78.2%	2003-2004	76.9%	2005-2006	77.4%

To maintain consistency within both race and gender, job classifications and like positions, state and agency salary averages are monitored prior to increases being awarded.

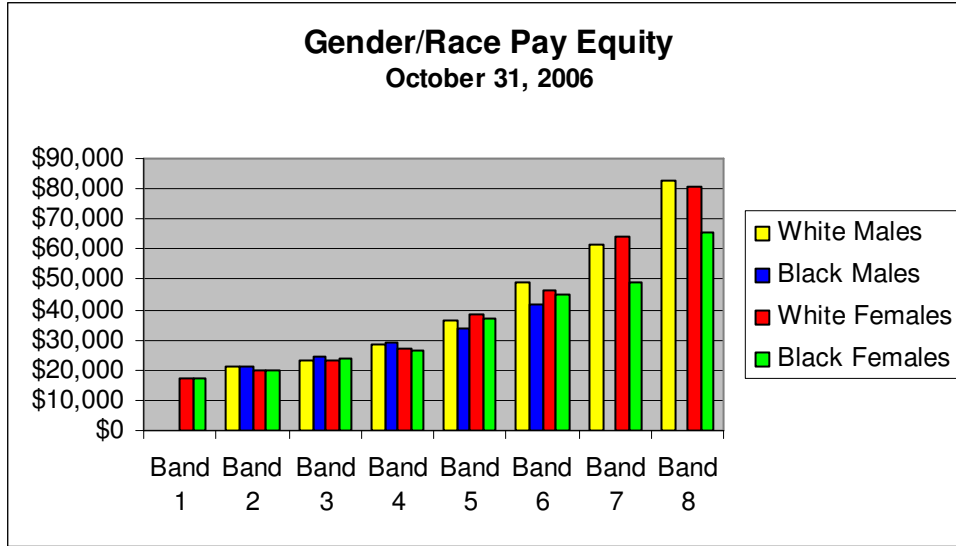


Figure 7.4.2

Employee Reward & Recognition

SCPRT Matters, the agency’s reward and recognition program, was rolled out in the middle of FY 03-04 and reached full implementation during FY 04-05. The annual SCPRT Matters Employee-Appreciation Day is the day in which SCPRT recognizes and celebrates its employees. In October 2006, 188 employees were able to attend SCPRT Matters Day. Employees are recognized during the day for receiving SCPRT Pride Pins, Employees of the Year Awards, You Excel Awards and Service Awards.

The SCPRT Pride Pin Award recognizes employees who have received five or more You Matter Notes, showing great effort in at least three of the five value areas: Customer Service, Innovation, Leadership, Stewardship and Teamwork. To- date, 146 employees have earned their SCPRT Pride Pin. The You Excel award recognizes employees who go above and beyond their normal duties. In FY06-07, 92 employees received You Excel Awards. Service Awards were given for employees who had been with the agency five years or more (including temporaries since they are integral to front line service). Employees of the Year awards go to employees in each of the five value areas of the program.

Flexible Work Schedules

Flexible Work Schedules have been established so as to provide a means for employees to vary their work hours beyond the “Standard” hours that State Government

works (8:30 – 5:00 with an hour for lunch). As of the fourth quarter in FY06-07, there are 16 employees taking advantage of the Flex Day Schedule and 15 employees of the Flex Hours Schedule.

Employee Assistance Program

Employee Assistance Program is available to employees who may be experiencing physical and emotional disabilities, as well as substance abuse, while trying to maintain a high level of work performance. During the CY 2007, we have one (1) employee who took advantage of this program.

Safety

Worker’s Compensation Policy premiums paid to the State Accident Fund have significantly decreased in the year 2007. While the 2007 premium is still in estimated status, the current projection indicates an improvement from years in the past. We will continue to see a decrease in the upcoming years as the premiums are based on the three previous completed years. Safety education and proper management of the worker’s compensation program have contributed to this decrease.

	Manual Premium	Experience Modifier	Actual Premium**
FY '04-'05	\$190,285.30	2.41	\$435,458.00
FY '05-'06	\$242,699.61	2.16	\$497,030.00
FY '06-'07	\$263,738.10	2.04	\$535,432.00
FY '07-'08	\$281,623.21	1.44	\$386,328.00

Figure 7.4.3

Additionally, safety training and management focus continues to decrease worker’s compensation claims filed thus far during Calendar Year 2007.

	Number of Claims	Medical	Lost Time	Other Comp.	Adjustments	Total
1 st Quarter	9	\$17,085.70	\$25,984.61	\$0.00	\$11,035.25	\$32,035.06
2 nd Quarter	12	\$28,328.21	\$8,373.63	\$0.00	\$8,040.06	\$28,661.78
3 rd Quarter						
4 th Quarter						

Figure 7.4.4

2007 Employee Engagement Results

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

The total number of respondents to the 2007 survey was 210 (182 FTEs, 18 A2s, and 10 unidentified). The response rate was 39% overall but varied from 34% to 75% by area of the agency. This variation in response rate by area of the agency introduces a slight sample bias in the agency-wide results.

An analysis of agency-wide responses has indicated several overall strengths for the agency in fostering a workplace that contributes to employee satisfaction including 84% who selected "Always" or "Usually" when answering the statement, "Overall, I am satisfied working at SCPRT." A national employee satisfaction survey conducted by the Society for Human Resource Management (SHRM) stated that 79% of respondents surveyed nationally in 2007 indicated that they were usually satisfied working with their organization.

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

The key factors reviewed to determine employee satisfaction at SCPRT demonstrated an overall satisfaction within each of the following areas.

Communication	Job Conditions	Reward & Recognition
Diversity & Inclusion	Employee Motivation	Training

The areas ranked by employees as the top three strengths of SCPRT continue to be: Customer Care, Coworker Relations, and the employee's Direct Supervisor. Respondents said they have enough freedom to take independent action when needed. This response provides an indicator of how empowered employees feel about fulfilling their responsibilities: 69% (2004), 77% (2005), 76% (2006), and 87% (2007). Employees said they have enough freedom in their position to do what is right for the public: 73% (2004), 81% (2005), 80% (2006), and 87% (2007).

Employees said that regardless of ethnic background or gender, employees are rewarded for their performance: 75% (2005), 73% (2006), and 80% in 2007. And in every area of the agency, close to 80% of the employees indicated that they feel comfortable being themselves at work. Where respondents said they feel they have been provided adequate training to perform their job duties, the rating dropped from 81% in 2005 to 75% in 2006 but increased in 2007 to 85%.

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

Recreation, Planning & Engineering

At Hunting Island S.P., the SC Department of Health & Environmental Control (DHEC) Office of Coastal Resource Management (OCRM) has set aside \$7.7 million in funding to restore the beach. Nourishment of the beach was completed in June 2006 at a cost of \$4.3 million. Construction of six groins was completed in June 2007 at a cost of \$2.9 million.

Implementation of the Catawba River Planning framework continues through a partnership between SCPRT, DNR, and Duke Energy. Protection of islands and viewsheds at Great Falls has been accomplished through a hydroelectric relicensing agreement that is awaiting federal approval, and through cooperative efforts with Duke Energy, Crescent Resources, Town of Great Falls DNR, Katawba Valley Land Trust, and others. A new state park will be leased and viewshed lands have been purchased by DNR. Additional land is being sought in the area to complete the viewshed and

greenway protection. The 50 year agreement provides new historic, natural and recreational resources at Great Falls and recreational resources at Landsford Canal State Park and on the Catawba River and Lake Wateree.

RP&E provided design, engineering, and construction management and regulatory compliance services for the agency's permanent improvement projects including state parks, welcome centers, and the Heritage Corridor. A total of \$12,413,000 of construction was completed this FY, which includes the completion of Phase I of the \$12 million Charles Towne Landing project. In addition, 8 projects at \$697,000 are still under construction, and 15 projects at \$6,195,000 are under design. RP&E technical assistance was also provided to all five of the wastewater treatment systems operated by the agency. The assistance ranged from inspections to troubleshooting problems at the plants. RP&E also provided regulatory liaison services for water and wastewater systems that had come under enforcement action by SCDHEC.

In order to comply with federal and state regulations, RP&E also provided expertise in statewide planning projects that included the State Survey, FERC hydro re-licensing and shoreline permits, DHEC environmental reviews, and other projects. The required update to the State Comprehensive Outdoor Recreation Plan (SCORP) was initiated and will be completed in 2008.

RP&E provided technical assistance to 28 communities/groups that included site assessments, conceptual designs, funding strategies and issues, organizational issues and proposal evaluations.

RP&E staff members participate, cooperate, and network with a variety of organizations, including the SC Wildlife Federation (staff member serving on Board of Directors); National Hunting & Fishing Day (staff co-chairing with DNR); SCDOT Scenic Byway Committee; Highway Enhancement Committee; SC Chapter of the American Planning Association; SC Forestry Commission Recreation Advisory Committee; Palmetto Conservation Foundation; SC Recreation and Parks Association; Great Falls Nature Based Tourism Implementation Committee; the Walterboro Great Swamp Sanctuary Commission; Forest Acres Appearance Commission; Agency Coordination Team for proposed I-73; and SC DOT Transportation Planning Committee

RP&E staff coordinated with other agencies and organizations to present The State of South Carolina's Trails Forum in March, 2007. RP&E staff maintains and updates the <http://www.SCTRAILS.net> website, providing information and maps on trails throughout the state, as well as links to numerous trail user groups, trail management agencies and organizations, and a variety of trail resources. SCPRT also coordinated the State Trails Advisory Committee, a group representing a variety of trails-related interests.

State Park Service

Through our State Parks Corporate Sponsorship program, financial resources have been committed for various projects throughout the State Parks system. The agency exceeded the fundraising goal and was able to maximize the use of corporate support on strategic park needs.

Below is a list of contributions secured by SCPRT. (This list is not all-inclusive).

\$80,000	Fuji and BMW for producing a 75th anniv. book on state parks
\$30,000	Aquatrax for in-kind contribution to put watercraft in the park
\$20,000	Mr. Hayne Hipp for Paris Mountain
\$44,000	Bi-Lo for Paris Mountain
\$50,000	3M for Paris Mountain
\$50,000	The Greenville Water System for Paris Mountain
\$100,000	National Fish and Wildlife Foundation to expand SP fire control programs
\$50,000	FEMA is contributing for shutters at two state parks.
\$75,000	US Fish and Wildlife for Huntington Beach causeway and CTL repairs
\$5,000	ScanSource for Paris Mountain.
\$2,500	Spring Foundation for an eagle cam at Landsford

The State Park Service continues to work with private and public organizations on the protection and utilization of natural and cultural resources. The State Park Service has sped up the progress of projects during the past year through increased communication and the implementation of practices that encourage efficiencies and reasonable deadlines for completion of projects. Projects that enhance natural resources and interpretation include restoration and opening of the Historic Bathhouse at Paris Mountain into a new visitor's center and education center. This project was accomplished through public private partnerships that include private contributions from BMW and the Friends of Paris Mountain. Work continues on the redevelopment of the state's birth place at Charles Towne Landing including the construction of a new interpretative exhibit (Servants quarters), in the historic area of the park. Also, new facilities at Caesars Head and Jones Gap include an overlook at Raven Cliff Falls and a backcountry trail bridge at Jones Gap.

The State Park Service was able to purchase a critical piece of pristine mountain ridge property at Caesars Head with the assistance of Naturaland Trust and the Nature Conservancy. SCPRT continues to play a major role at the Battle of Camden Revolutionary War site. SCPRT continues to seek new state park resources for the next 50 years through negotiations with Duke Energy and negotiations with SCE&G in the hydroelectric re-licensing process. Opportunities include new historic, natural, and recreational resources at Great Falls and Lake Murray through cooperative efforts with the many stakeholders in the re-licensing process.

[For more information regarding the](#)

[SC Department of Parks, Recreation & Tourism](#)

[Please call:](#)

[803-734-1700](#)