Accountability Report
2010 – 2011

ACCOUNTABILITY REPORT TRANSMITTAL FORM

Agency Name: **South Carolina Forestry Commission**

Date of Submission: **September 15, 2011**

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South Carolina Forestry Commission
Annual Accountability Report
Fiscal Year 2010 – 2011

SECTION I – EXECUTIVE SUMMARY

1. *Agency Purpose, Mission, Vision and Values:*

The South Carolina Forestry Commission (SCFC) Purpose:

Protect and develop the forest resources of South Carolina and raise awareness of the importance of this resource to the state's economy.

The SCFC Mission:

The mission of SCFC is to protect, promote, enhance, and nurture the woodlands of South Carolina, and to educate the public about forestry issues, in a manner consistent with achieving the greatest good for its citizens.

The SCFC Vision:

Across all ownerships, South Carolina's forest resources are well-protected and managed sustainably to support an expanding forest products manufacturing industry while providing environmental services such as clean air, clean water, recreation, and wildlife habitat.

The SCFC Values:
- Safety
- Efficiency
- Hard Work
- Integrity
- Fairness
- Respect
- Passion

2. *Major achievements from past year:*

- **Strategic Plan Implementation/Progress** – The Commissioners, State Forester, Deputy State Forester, and the executive team continue to monitor accomplishments for goals and action items on a quarterly basis. Potential new initiatives for action are identified and initiatives are translated into objectives and success criteria for respective program areas and employees.

- **Raise Awareness About Agency Activities** – In FY 11 the Commission acquired extensive media publicity on its services. In addition, personnel increased their attendance and presentations at county landowner association meetings and other conservation and economic development events. SCFC Resource Development Division Director took the lead in hosting an export conference for the forest products industry in Newberry. Such conference attracted companies from NC, SC and Georgia. Such publicity aided in getting our message across regarding the importance of forestry and our role in protecting and developing the forest resource for the citizens of South Carolina.

- **Budgetary Successes, Planning and Management** – With continued scarcity of state funds, the Forestry Commission focused on its goals of protecting and developing the forest resource and raising awareness of the importance of forestry to the state's economy. Responding to a poor long range financial outlook, agency leadership continued a three-year budget planning process that included the current FY and two subsequent years. In FY 11, the focus on our key messages paid dividends during budget

development by the Legislature. SCFC was one of a handful of agencies whose budget was not reduced for FY 2011-2012. In addition, agency leadership began developing supplemental funding mechanisms for legislative action in 2012.

- **Services Program –** Under this program, the SC Forestry Commission supplies forestry services to landowners. In FY 11, approximately $566,538 in revenue was generated. This funding generated was critical for maintaining operations budgets to support key agency services.

- **FEPP/FFP –** A Federal Excess Personal Property Inventory was completed and certified by March 31, 2011 as required. During FY 12, the Commission will enter into a new federal excess property program, the Firefighter Program, to enable fire departments to obtain additional fire suppression equipment.

- **Firefighter Dispatch Address Verification Updates –** During FY 11, new address verification and road data used to calculate closest available resources was installed in agency's dispatch system. Therefore, we should have higher address validations/match rates with callers (especially from 911 centers), better calculations of closest available resources, faster dispatch times and shorter processing times in taking burn notifications.

- **Burn Notification System –** On November 1, 2010, the SC Forestry Commission implemented a new automated burn notification system. Hosted by SPIRIT Telecom in Columbia, this system replaces an end-of-life in-house system purchased in 1996. The automated system handles over 400,000 calls each year allowing dispatchers to concentrate on wildfires and smoke management burn notification calls. Partnering with an outside vendor removes the responsibility for maintenance and support of the system from the Commission and provides a greater number of incoming phone lines to better handle peak call volumes. In the future, the system may provide options to allow callers to hear messages on DHEC air quality regulations and county burn ordinances. The new system also allows the Commission to easily add or change fire danger level messages. Through a cooperative agreement, burn notifications received for a county can be automatically sent to that county. This could eliminate the general public from having to call multiple agencies to conduct a control burn.

- **Website Wildfire Activity Updates –** On April 4, 2011, web pages were created giving locations and basic information on current smoke management burn notifications and active wildfires. Such information is now available to the general public via the agency's web site and is updated every 10 minutes. This feature was made possible by utilizing a free mapping application programming interface from Google.

- **Assistance with Deep Water Horizon Oil Spill, IMT National Disaster Medical Systems (NDMS) Exercise –** Late Summer of 2010, SCFC sent several employees on assignment to assist the Fish and Wildlife Service with the Deep Water Horizon Oil Spill. In the Spring of FY 11, SCFC Type 2 IMT Team completed the National Level NDMS exercise with the Army Federal Coordination Center (FCC). Several team members received the Commanders Medal. Approximately 300 agencies and players were involved. Following the After Action Review, SCFC was told it was the best run NDMS exercise the FCC had performed. During FY 11, SCFC sent resources on out-of-state fire assignments to assist our counterparts through the Southeastern Interstate Forest Fire Protection Compact.

3. *Key strategic goals for present and future years:*

- Protect life, property, and the forest resource from the increasing threat of wildfire and other hazards as the population expands into forested areas. In partnership with the SC Prescribed Fire Council, continue the increased emphasis on the use of prescribed burning as a means for reducing hazardous fuels. Push for legislative approval of measure to reduce liability for impacts of smoke resulting from properly conducted prescribed burning.

- Develop additional sources of recurring revenue to provide critical services. Support legislation and introduce new initiatives that will supplement general fund revenue approved through state budget bill.

- Maintain an effective, well-trained, well-equipped, and diverse workforce, while continuing to assess and realign in response to reduced staffing and the changing needs and desires of customers. Re-build fire response capacity by increasing number of firefighter positions that are filled to 90% of available FTE's by FY 12.

- Raise awareness among the public and decision-makers of the economic, environmental, and social benefits of a well managed, healthy forest resource and forest industry.

- Continue to train and qualify one State Incident Management Team (IMT) and coordinate the training and qualification of four Regional IMTs. Most members of state IMT completed classroom training and focus has shifted to incident exercises, training assignments, and completing task books. Retirement of team members will result in need to fill positions and insure that training for these new members is scheduled and completed.

- Improve the effectiveness of internal communications, stressing individual employee roles in the implementation of the strategic plan.

- Provide the data needed to assess the forest resource, its condition, and the potential for the development or expansion of sustainable markets for forest products and ecosystem services in support of SC's Competitiveness Initiative.

- Strengthen existing alliances and develop new alliances that will assist with accomplishing key strategic goals.

4. *Key strategic challenges:*

- Public demands for forestry services, including fire prevention and suppression and forest management, continue to increase while SCFC staffing and budgets have declined. Foresters and forest technician supervisors have greatly increased areas of responsibility and geographical coverage. Budget reductions have required that many key positions be held vacant for extended periods creating waiting lists for some public services and increasing response times for wildfire response.

- Past budget reductions and increasing equipment costs have made it necessary to retain firefighting equipment beyond its safe replacement age, e.g. 15 years for dozers (Graph 7.3-4). Rising operating and maintenance costs are increasing the expense of detecting and suppressing wildland fires. These factors decrease the agency's ability to keep pace with technological advances in equipment needed for safe, mission critical functions. Loss of firefighter positions and funds to replace firefighting equipment on a safe and efficient replacement schedule have placed the agency's capacity to respond to critical fire emergency needs in jeopardy. Should wildfire weather conditions change from being historically mild to average or worse, the agency's ability to respond to wildfires will be inadequate putting more lives and property at great risk. Improvements in technology needed to enhance emergency response communications are available, yet implementation of such new technology lags due to budgetary limitations. In FY 12 the Commission will receive $3 million from capital reserve accounts to start replacing outdated fire equipment. With this funding, we will purchase some dozers with environmental cabs to help protect firefighters. This funding represents only 15% of the amount needed to replace all fire suppression equipment currently beyond the recommended replacement age.

- Loss of experienced personnel through retirements, more stringent employment requirements and mandated training for firefighters and dispatchers, coupled with very low starting salaries, makes hiring and retaining qualified personnel very difficult. Faced with challenges of a rapidly diminishing workforce; training and transfer of knowledge are top priorities for the agency. Also, salaries have not kept pace with increased responsibilities or with salaries in other organizations.

- The state's changing demographic and population expansion into rural areas have contributed to the fragmentation of forest ownership, increased the risk of fire to lives, homes, and property and created a large number of new forest landowners. Lacking a rural background, these landowners are unaware of basic management techniques needed to keep their woodlands healthy, safe and productive. This is having an especially adverse impact on the use of prescribed fire in the state and forest management. Agency personnel must monitor and assist with proposed regulations at the state and local level to ensure the ability to continue to manage and retain working, productive woodlands.

5.   *How the accountability report is used to improve organizational performance:*

The accountability report is utilized by the SCFC in developing budget requests, monitoring established performance measures, updating or establishing benchmarks, and documenting continuous improvement efforts.   Performance measures are tied directly to the agency's mission, strategic plan and implementation/status of goals and action items in the plan. Specific goals and action items are incorporated into employees' performance planning stages.

SECTION II – ORGANIZATIONAL PROFILE

1.   *Main products and services and the primary methods by which these are delivered:*

Protect the Resource
The SCFC has a statewide wildfire prevention, detection and control network in place. According to the South Carolina Code of Laws, Section 48-23-90, "It shall take such action and afford such organized means as may be necessary to prevent, control and extinguish fires, including the enforcement of any and all laws pertaining to the protection of the forests and woodlands in the State."

The SCFC conducts wildfire prevention and 'Firewise' programs, including the assessment of risk for communities located in areas where wildfires have historically occurred and in new developments with significant fire hazards.   Community Wildfire Protection Plans (CWPPs) are developed to provide homeowners, community planners, Fire Departments, and SCFC wildland firefighters with an outline of the actions needed to reduce wildfire hazard.

The SCFC provides land and home owners with wildland fire suppression through a network of firefighters and equipment strategically located throughout the state. Dispatching the closest available firefighting unit is accomplished through three regional dispatch centers. To further minimize the effect of wildfire, SCFC personnel conduct and assist or support others with prescribed burns to reduce hazardous fuels, improve wildlife habitat, and prepare sites for reforestation.

The Law Enforcement Program reduces wildfire occurrence, woods arson and forest product theft and fraud through the enforcement of state laws.

The SCFC trains and develops Incident Management Teams (IMT) to improve the capability of the state to manage wildfires, natural disasters, or other large incidents.   The IMT Coordinator facilitates the development of nationally-qualified IMTs within the Forestry Commission and ensures consistency among four multi-disciplinary (non-SCFC) IMTs located in each region of the State.

The SCFC educates landowners and organizations in how to minimize impacts from non-fire hazards like tornados, ice storms, insect and disease. In actual incidents, the Commission assists the public and other agencies with damage and disaster response.

Utilizing federal funds, the SCFC periodically surveys the state for forest insect and disease infestations and provides agency foresters and landowners access to up-to-date information, diagnosis of specific problems and recommendations for control. Agency staff includes an entomologist, a forester, and a technician working from a fully equipped diagnostic lab. The SCFC has instituted a Southern Pine Beetle

Prevention/Restoration Program to provide advice to landowners and a cost-share program to aid them in restoring areas impacted by the beetle and treating areas to minimize future SPB damage.

The SCFC is the designated agency in South Carolina to provide public oversight and guidance for technical forest management practices. The agency has established approved Best Management Practices (BMPs) and routinely monitors compliance with BMP guidelines on sites where timber harvesting or other forestry practices are in progress to ensure protection of water quality and soil productivity and compliance with state and federal laws and policies.

Manage the Resource
SCFC foresters examine woodlands at the request of landowners, with an emphasis on assisting new landowners and landowners that previously have not utilized the assistance of a professional forester. According to the South Carolina Code of Laws, Section 48-23-90, "It shall give such advice, assistance and cooperation as may be practical to private owners of land …"

SCFC foresters write forest management plans that include descriptions of each forest stand, recommended practices to meet the objectives of the landowner, and a property map. Foresters provide guidance relating to timber harvesting, site preparation, timber stand improvement, reforestation, and prescribed burning. They refer landowners to private consulting foresters when assistance needed is extensive or prolonged.

SCFC foresters recommend appropriate financial assistance programs to help landowners complete forestry improvement projects and assist landowners with the application process and implementation of forestry practices. The agency serves as a critical link by acquiring, administering and delivering state, federal, and private funds to private landowners. Prescribed burning services, firebreak plowing and timber marking services are offered for a fee.

To assist the state's landowners with reforestation, the Commission produces and sells bareroot and containerized seedlings grown at its nursery in Edgefield, SC. Native pine and hardwood species are available to fill niche markets and demands and ensure citizens have access to high quality growing stock and reforestation expertise. The SCFC Nursery and Tree Improvement Program operates on receipts from seedling, cone, timber, seed sales and federal grants.

The SCFC manages Sand Hills, Manchester, Harbison, Poe Creek and Wee Tee State Forests, and other woodland tracts for sustainable forestry, wildlife management, recreation and public education purposes. Seventy-five percent of the revenues from state forest activities, primarily sale of forest products, fund all state forest activities and 25% of the revenue is returned to county governments of origin for their school systems.   The SCFC provides forest management assistance to other state agencies including the Department of Natural Resources, Department of Corrections, Department of Parks, Recreation and Tourism, Department of Mental Health, Department of Transportation and University of South Carolina.

One statewide Urban Forestry Coordinator and two regional urban foresters work with urban residents, city planners, developers, contractors and local governments to improve their capability to manage forest resources within urban environments. They provide technical and/or educational assistance regarding community forest inventories and management plans, community and county tree ordinances, grant project implementation, how to become a Tree City USA, proper tree selection, installation, care and maintenance, distribute educational information, coordinate and conduct training workshops, and promote SC's Arbor Day. Primary assistance is provided to personnel working for towns, cities, and counties. Secondary assistance is provided to professional associations, civic and volunteer organizations, state agencies, educational institutions, and businesses.

SCFC foresters provide accurate, up-to-date forest inventory data to the forestry community by re-measuring a statewide network of permanent plots. The resulting forest resource data is published online and in fact sheets annually with a full report available every five years. Custom queries of these forest resource data are made available to forest industry in an effort to increase the overall impact of forestry on

South Carolina's economy. SCFC strives to ensure that the resource is fully utilized for economic, environmental, and societal needs. The Commission supports the entire wood supply chain from the landowners to wood processers and the mills that make final wood products to ensure a healthy forest and state economy.

Raise Awareness about the Resource
The SCFC is responsible for educating the public about the economic and environmental benefits of a well-managed forest resource. According to the South Carolina Code of laws, Section 48-23-90, "It shall…promote…a proper appreciation by the public of the advantages of forestry and the benefits to be derived from forest culture and preservation." Loss of resources and budgetary limitations have drastically reduced SCFC capabilities in this area. Information and Education staff members produce limited technical and information materials, news releases, web-based material and audio-visual programs to explain forestry programs, promote SCFC services, and educate various publics about the benefits of forests, fire prevention, and forest management. Education staff writes curricula, schedules, and instructs formal forestry education programs for school groups and teachers. SCFC staff support the agency's popular Wood Magic Forest Fair and Teachers Tour programs as feasible.

SCFC personnel, from both headquarters and field offices, take an active role promoting the value of forestry to the state and the benefits of managing the forest resource. Presentations are made at landowner association meetings and tours, professional meetings and civic and environmental organizations. SCFC foresters manage the certified Forest Stewardship program and actively support the American Tree Farm System, recognizing landowners who manage forestland according to professional standards.

State forests provide education about forest management through demonstration of sound forest management, programs, brochures and signage.

2.   Key Customer groups and their key requirements/expectations:

Owners and users of forestland
Requirements/expectations: protect their woodlands, lives, and property, help manage forests by providing professional assistance; enhance forest resources to help insure that state's forest industry and markets for forest products remain financially healthy and positively impact forest law and policy to enhance owner opportunities.

Other State Agencies (who own woodlands)
Requirements/expectations: protect their woodlands and property, help manage forests by providing professional assistance, and assist them in being good stewards of the public lands for which they are responsible.

SC Law Enforcement Division/SC Emergency Management Division
Requirements/expectations: enhance state capability to respond to catastrophic events by developing all-hazard IMTs; provide incident command system (ICS) training to other agencies to ensure that natural and man-made disasters are managed effectively.

City and county fire and emergency services
Requirements/expectations: partner with them in wildland/interface fire control and fire prevention; raise the awareness regarding the challenges facing this state with wildland fires, especially the fires occurring in wildland urban interface (WUI) areas.

Rural-Urban interface residents and interest groups
Requirements/expectations: protect their lives and property from wildland fire; raise the awareness regarding the challenges facing this state from wildland fires; especially the fires occurring in wildland urban interface (WUI) areas and educate residents about measures they can take to reduce this risk, enhance the forest resource to provide better stewardship of all the state's natural resources.

Forest industry
Requirements/expectations: protect their woodlands; provide management assistance to private forest owners to help insure stable wood supplies; enhance the resource to help insure future wood supplies and a strong forest industry within the state; address infrastructure and policy issues that inhibit forestry's economic impact; help prepare to meet the future demands that will be placed on our forest resources; provide basic forest resource data to evaluate resource sustainability; and assist in industry retention and growth and full utilization of forest resource opportunities.

Universities and other education institutions

Requirements/expectations: assist in educating SC citizenry on forestry, conservation, and the environment.

State forests visitors and user groups
Requirements/expectations: protect the state owned woodlands, provide management to meet their recreational needs; enhance our state forests by being good stewards of the land; raise awareness about the importance and benefits of our state forests.

Urban residents and businesses
Requirements/expectations: provide management assistance for the urban forests located in the towns and cities of this state; assist in the protection of our urban forests from insect, disease and fire threats; raise awareness about the importance of urban forests and the entire forest resource.

Earth science teachers and students
Requirements/expectations: help raise the awareness about SC forest resources by providing educational training, resources, and opportunities to teachers and students.

3.   Key stakeholder groups (other than customers):

- Employees
- Commissioners
- County Forestry Boards
- Local governments: county and city councils
- Governmental Regulatory Agencies
- State Legislative members
- State Congressional members
- Natural resource and conservation-based private organizations
- Citizens of South Carolina

4.   Key suppliers and partners:

Suppliers: Vehicle equipment manufacturers, heavy equipment manufacturers and dealers, gasoline vendors, vehicle repair garages and parts suppliers, federal excess property inventory system, communication equipment dealers and repair businesses, forestry equipment suppliers, office supply vendors, printing businesses and media outlets, herbicide contractors, site preparation contractors, tree planting contractors, and consulting foresters

Partners: State and Federal Agencies such as South Carolina Department of Health and Environmental Control (SCDHEC), South Carolina Emergency Management Division (SCEMD), South Carolina Department of Natural Resources (SCDNR) -State Climatology Office, Clemson University, South Carolina Department of Parks, Recreation, and Tourism (SCPRT), United States Department of Agriculture (USDA) Forest Service, USDA Farm Services Agency (FSA), United States Fish and Wildlife Service (USFWS), National Park Service (NPS), Natural Resource Conservation Service (NRCS), US

Army Corps of Engineers, Department of Defense, National Weather Service, and United States Environmental Protection Agency (EPA)

Other organizations include National Association of State Foresters (NASF), Southern Group of State Foresters (SGSF), South Carolina Wildlife Federation (SCWF), National Wild Turkey Federation (NWTF), Association of Consulting Foresters (ACF), The Nature Conservancy (TNC), The Conservation Fund, South Carolina Timber Producers Association, South Carolina Forestry Association, Palmetto Agribusiness Council, National Arbor Day Foundation, SC Prescribed Fire Council, Trees SC, Hunting With A Hero, Quality Deer Management Association, Enrich SC, SC Rural Alliance, Society of American Foresters, American Tree Farm System and Longleaf Alliance

5.   *Operating locations:*

Personnel are assigned positions across the state through a series of zone, unit, regional, and headquarter offices. The largest single group of employees, initial attack firefighters, report directly from their residences in responding to wildland fires. Regional administrative and support offices are located in Florence, Newberry and Walterboro. Central emergency dispatch centers are co-located at the regional office sites. A forest seedling nursery is located in Edgefield County, and a forest seed orchard is located in Jasper County. Major property holdings include Manchester State Forest in Sumter County, Sand Hills State Forest in Chesterfield and Darlington Counties, Harbison State Forest in Richland County, Poe Creek State Forest in Pickens County, and Wee Tee State Forest in Williamsburg County.

6.   *Number of employees segmented by employee category:*

The SCFC has a total of 302 full time employees, 6 temporary grant employees and 32 temporary employees.

7.   *Regulatory environment:*

SCFC Operations are authorized by the South Carolina Code of Laws, Section 48-23-10 to Section 48-23-295.

The major products and services of the SCFC are authorized and required by the South Carolina Code of Laws, Section 48-23-90, *General Duties of Commission* as stated below:

The Commission shall inquire into and make an annual report to the General Assembly upon the forest conditions in the State, with reference to the preservation of forests, the effect of the destruction of forests upon the general welfare of the State and other matters pertaining to the subject of forestry and tree growth, including recommendations to the public generally as to reforestation.

It shall take such action and afford such organized means as may be necessary to prevent, control and extinguish fires, including the enforcement of any and all laws pertaining to the protection of the forests and woodlands of the State.

It shall give such advice, assistance and cooperation as may be practical to private owners of land and promote, so far as it may be able, a proper appreciation by the public of the advantages of forestry and the benefits to be derived from forest culture and preservation.

It shall cooperate with the Federal Government in the distribution of funds allotted to the State for forestry purposes and shall assist in the enforcement of all laws pertaining thereto. It shall have the control of the expenditure of all funds received by it.
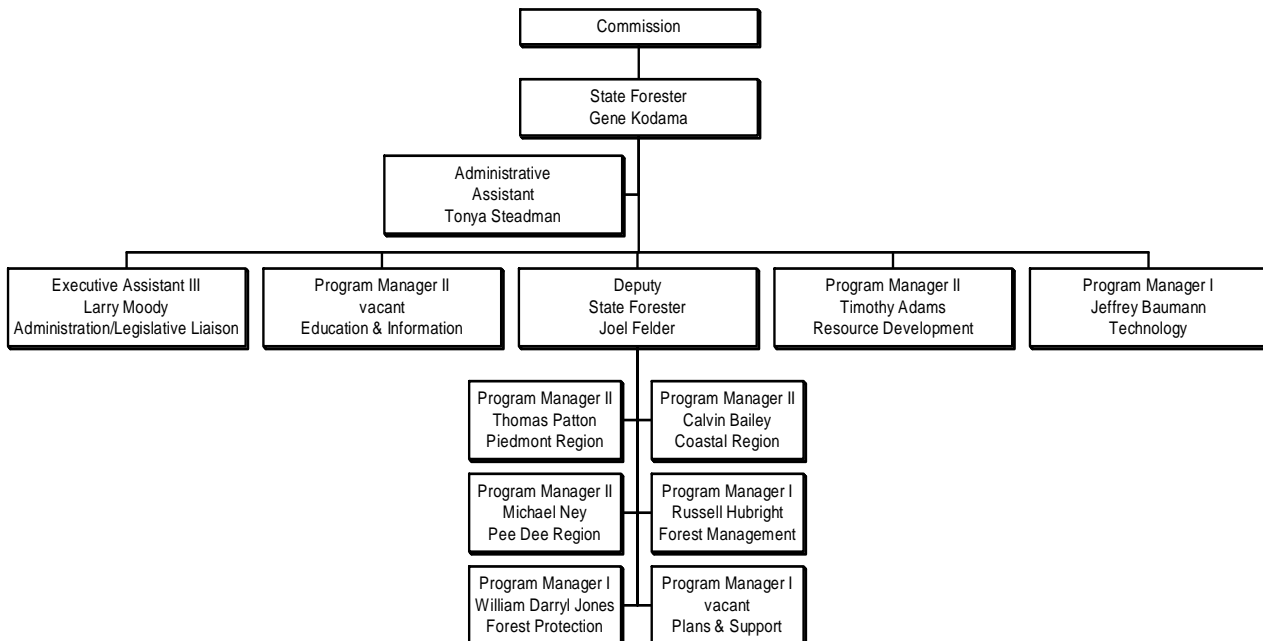
8. *Performance improvement system(s):*

The accountability report is utilized by the SCFC in developing budget requests, monitoring established performance measures, updating or establishing benchmarks, and documenting continuous improvement efforts. Performance measures are tied directly to the agency's mission, strategic plan and implementation/status of goals and action items in the plan.

Performance expectations are determined through one or more of the following: review of past organizational performance, review of other organizations' performance, input from employees primarily responsible for carrying out and monitoring the program, and feedback from customers. The results of the review and input are assessed and evaluated to ensure the current needs of the customers are met. Performance expectations may be modified based on the information. Progress toward strategic goals and objectives is monitored and reported on by the Senior Consultant within the Division of Forest Protection.

Performance expectations are deployed and communicated through the strategic and action plans, the performance review planning process, and follow-up meetings/discussions. Commitment and performance are achieved and supported through periodic and on-going reviews of expectations and progress. Specific goals and action items are incorporated into employees' performance planning stages to the lowest supervisory level within our organization.

9. *Organizational Structure Chart:*

South Carolina Forestry Commission
Organization Chart

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                        ┌─────────────────┐
                        │   Commission    │
                        └─────────────────┘
                                │
                        ┌─────────────────┐
                        │ State Forester  │
                        │  Gene Kodama    │
                        └─────────────────┘
                                │
                    ┌─────────────────────┐
                    │   Administrative    │
                    │     Assistant       │
                    │  Tonya Steadman     │
                    └─────────────────────┘
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| Executive Assistant III
Larry Moody
Administration/Legislative Liaison | Program Manager II
vacant
Education & Information | Deputy
State Forester
Joel Felder | Program Manager II
Timothy Adams
Resource Development | Program Manager I
Jeffrey Baumann
Technology |

Program Manager II Thomas Patton Piedmont Region	Program Manager II Calvin Bailey Coastal Region
Program Manager II Michael Ney Pee Dee Region	Program Manager I Russell Hubright Forest Management
Program Manager I William Darryl Jones Forest Protection	Program Manager I vacant Plans & Support

10. *Expenditures/Appropriations Chart*

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 09-10 Actual Expenditures		FY 10-11 Actual Expenditures		FY 11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$12,128,265	$8,135,056	$10,353,934	$6,437,344	$8,736,259	$6,104,741
Other Operating	$5,283,322	$486,200	$4,506,433	$422,973	$6,954,509	$1,207,655
Special Items	$821,342	$200,000	$800,000	$200,000	$1,000,000	$200,000
Permanent Improvements						$0
Case Services						
Distributions to Subdivisions	$2,340,173	$0	$2,468,634		$2,050,475	
Fringe Benefits	$4,466,726	$3,259,057	$4,200,724	$2,818,137	$3,338,807	$2,365,807
Non-recurring						
Total	$25,039,828	$12,080,313	$22,329,725	$9,878,454	$22,080,050	$9,878,203

Other Expenditures

Sources of Funds	FY 09-10 Actual Expenditures	FY 10-11 Actual Expenditures
Supplemental Bills	$0	$0
Capital Reserve Funds	$0	$0
Bonds	$0	$0

11. Major Program Areas Chart:

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 09-10 Budget Expenditures		FY 10-11 Budget Expenditures		Key Cross Reference for Financial Results*
II Forest Landowners Assistance	**Forest Protection** To ensure their future health, South Carolina's forests must be protected from harm to include fire, disease, pests and other natural and human-caused factors.	State: Federal: Other: Total: % of Total Budget:	9,072,928 4,011,145 1,179,442 14,263,514 57%	State: Federal: Other: Total: % of Total Budget:	7,435,993 3,833,859 1,613,229 12,883,081 58%	7.3-1
II Forest Landowners Assistance	**Forest Management** The SCFC delivers financial and technical assistance to forest landowners, communities and the public while addressing social and environmental concerns.	State: Federal: Other: Total: % of Total Budget:	1,389,982 2,148,341 1,426,661 4,964,984 20%	State: Federal: Other: Total: % of Total Budget:	1,182,014 1,815,602 1,212,960 4,210,576 19%	7.3-1
III State Forests	**State Forests** Management, development and protection of timber, wildlife and endangered species and other resources. An ample productive forestland base and an economic climate conducive to forestry based business are essential if forest landowners of South Carolina are to practice sustainable forest management.	State: Federal: Other: Total: % of Total Budget:	0 0 3,038,885 3,038,885 12%	State: Federal: Other: Total: % of Total Budget:	0 0 2,648,245 2,648,245 12%	7.3-1

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

	Remainder of Expenditures Resource Development Best Management Practices Nurseries and Tree Improvement Forest Information & Outreach Administration	State: Federal: Other: Total: % of Total Budget:	1,617,403 467,241 687,801 2,772,445 11%	State: Federal: Other: Total: % of Total Budget:	1,260,447 487,813 839,562 2,587,822 11%	

*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 THE MALCOLM BALDRIGE CRITERIA

CATEGORY I– SENIOR LEADERSHIP, GOVERNANCE, AND SOCIAL RESPONSIBILITY

1.1 *How do senior leaders set, deploy and ensure two-way communication throughout the organization and with customers and stakeholders, as appropriate for:*

1.1a *Short and long term organizational direction and organizational priorities?*

Senior leaders (agency director, his staff, and division directors) meet with Commissioners, employees, stakeholders, and customers during the year to discuss and review direction and priorities. The strategic plan serves as the primary guide for short and long term direction and priorities for the present through the next three to five years. Additionally, agency leadership and staff monitor for new issues that may arise in the Executive & Legislative branches of state government, the federal government, as well as within the forestry community across the state, the region and the nation. The agency director and a number of program managers and employees serve on local, state, regional, and/or national forestry related committees.

Deployment and communication are accomplished through the agency's news bulletins and various meetings with employees, customers, and stakeholders. Selected action items are included in employee performance evaluation planning stages.

1.1b *Performance expectations?*

Performance expectations are determined through one or more of the following: internal review of past performance, review of other organizations' performances, input from employees responsible for programs, feedback from customers, audits, program reviews by the USDA Forest Service.

Performance expectations are deployed and communicated through the strategic and action plans, the performance planning stage and review process, monthly staff meetings and discussions with personnel. Commitment and performance are achieved and supported through periodic and on-going reviews of expectations and progress with employees.

1.1c *Organizational values?*

Organizational values have been reviewed and revised by agency leadership. Agency leadership strives to lead by example and demonstrate their commitment to these values during regular interaction with employees.

1.1d *Ethical behavior?*

The senior leadership of the agency reviewed the mission, vision and values of the agency. There is a genuine understanding of the concept of leading by example and the senior leaders strive to provide guidance, make decisions and represent the agency according to the SCFC values. Employees of the agency carry out their responsibilities according to the ethical standards of their individual professions (i.e. forestry, accounting, human resources.) There have been conscious efforts and actions taken to demonstrate the stated values of the agency. For example, the lines of communication between senior leadership and employees, partners and stakeholders have increased. This action touches on several of the agency's values. The agency also solicits feedback from landowners regarding the services and professionalism received.

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

Agency leaders periodically meet with customers and stakeholders to discuss agency, customer and stakeholder priorities and needs.

Customer feedback and input on forestry services and issues such as seedling sales, services work, technical forest management assistance, stewardship management assistance, and notification of wildfires are solicited through surveys, and focus groups. Recreational users of state forests participate in advisory councils.

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

Current and potential impacts and risks are identified by seeking Commissioner, employee, customer, public, and partner input/feedback.

Impacts and risks are addressed through review by program managers, agency leaders and Commissioners, as well as through legal, financial, and insurance consultations.

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

Fiscal, legal and regulatory accountability are maintained through the use of policies, procedures, and internal and external controls. Controls are in place to maintain a separation of duties in the fiscal area. This, along with the use of Generally Accepted Accounting Principles (GAAP), insures fiscal responsibility and eliminates opportunity for fraud. Monthly reviews of budget status in relation to appropriations and adherence to the State Procurement Code sustain legal accountability. Use of the State Attorney General's Office and private attorneys to deal with Human Resource complaints, lawsuits or other legal and regulatory issues insures accountability. The Internal Auditor, State Auditor's Office and the USDA Forest Service conduct audits and reviews to insure compliance with State and Federal laws, rules and regulations.

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

- Customer satisfaction levels for forest tree seedlings, services, forestry assistance, and stewardship assistance (Graphs 7.2-1; 7.2-2; 7.2-3, 7.2-4)
- Forest based economic development impact (Graphs 7.1-1a&b)
- Forest Inventory Analysis Productivity (Graph 7.1-2)
- Fire response times & Southern States average fire sizes (Table 7.1-3; Graphs 7.1-3 & 7.1-4)
- Timber theft recovery rates (Graph 7.1-5)
- Law Enforcement Investigations/Prosecutions (Graph 7.1-6)
- Best management practices compliance trends (Graph 7.1-7)
- Southern Pine Beetle losses (Graph 7.1-8)
- Raise the Awareness About the Resource (Graphs 7.1-9a&b & 7.1-10)
- Financial (Graphs 7.3-1 through 7.3-7)
- Employee satisfaction/turnover rates (Graph 7.4-1)
- Safety and Health (Graph 7.4-2)

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

The Chairman of the Commission communicates on an on-going basis with Agency leadership. Organizational performance is reported and discussed at quarterly Commission meetings.

Senior leaders discuss and use employee feedback and organizational reviews to determine if leadership/management:
- adequately communicates direction and priorities to employees
- identifies and removes barriers that may hinder employees' performance
- sets realistic performance expectations
- should modify or change priorities

Agency leadership maintains an open door approach to business with employees, customers, and stakeholders, participates in the physical fitness work capacity tests with employees, and continues to support additional employee recognition efforts.

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

Senior leaders regularly review an organizational chart that identifies opportunities for succession planning and proactive solutions are sought. The agency director/deputy actively participate in selecting candidates for leadership programs such as the Certified Public Manager. Leadership continues to review and discuss the status of these efforts and identify additional needs/opportunities on a regular basis.

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

Input for update of the strategic plan was sought from employees at all levels of the organization. Major goals and objectives and their status are discussed at staff meetings and input for performance improvement and innovation is encouraged through various employee councils and program personnel. Committees are charged with identifying opportunities for improvement.

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

An environment for organizational and workforce learning is created by selecting individuals to participate in the Certified Public Manager Program. Projects completed within the program are evaluated, considered, and implemented where feasible. Individuals have also previously participated in the Executive Institute and the Associate Public Manager Program. SCFC supports our personnel by assisting them with memberships in professional organizations, registration fees and related expenses for attending relevant conferences. A Tuition Assistance Policy and Procedure is also in place whereby employees can request assistance for work related courses.

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

A newsletter is distributed to all personnel. The Agency Director submits an opening article to communicate his activities and current forestry issues.

Senior leaders also participate in regional meetings with staff and other key partners. Senior leaders actively participate in recognition ceremonies for employee service and retirements. They also attend the graduations for employees' major milestones such as completion of the Law Enforcement Training and Certified Public Manager Program. Senior leaders also make special efforts to recognize employees upon receipt of letters from customers expressing appreciation for the services delivered.

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

Senior leaders actively support and strengthen communities by supporting employee participation in professional and community organizations and associations, with emphasis on encouraging employees to monitor forestry issues at the local level as addressed in our Strategic Plan under Raise the Awareness. The agency also supports local school districts in which state forests are located by returning 25% of the gross receipts generated from the sale of forest products on each forest to the district (Graph 7.3-7). SCFC employees routinely provide advice and assistance, as well as training and grant opportunities to communities, organizations, and local governments, especially through the agency's Urban and Community Forestry Program, cooperation with rural and volunteer fire departments, and reforestation efforts. Employees' community involvement includes participation in and support of local fire, law enforcement, and forestry associations; participation in the United Way, Red Cross & Blood Connection blood drives, Harvest Hope food drive, various walk & bike-a-thons, Muscular Dystrophy Association, Good Health Appeal, Special Olympics, Palmetto Pride, Hunting with a Hero, NWTF's Wheelin' Sportsmen, Women in the Outdoors, and the Juniors Acquiring Knowledge Ethics and Sportsmanship (JAKES) program, fishing rodeos for youth, state forests and state park events, as well as festivals in towns, cities, and communities.

CATEGORY 2 - STRATEGIC PLANNING

2.1 ***What is your Strategic Planning process, including key participants, and how does it address:***

The agency's strategic plan is the basis for short term, mid term and long term planning. Over the last 10 years, the agency's strategic plan has been revised three times with the most recent revision completed in June 2006. The revision process took place over several months involving the collection of input and data from agency Commissioners, employees, customers, cooperators, and the public. Information/data was analyzed and its content verified, like issues consolidated, strategies identified, the plan developed and disseminated, with reviews and monitoring occurring as the plan is carried out.

2.1a ***Organization's strengths, weaknesses, opportunities and threats:***

Through the Strengths, Weaknesses, Opportunities and Threats (SWOT) portion of the strategic plan process, we continue to keep focused on our customers and stakeholders. Doing this helps us to identify SWOT that could impact our goals and actions.

2.1b ***Financial, regulatory, societal and other potential risks:***

Specific financial, regulatory, societal, or other risks are addressed in individual action items in the strategic plan. This includes reviewing the agency's financial health and staffing levels and needs.

2.1c Shifts in technology and customer preferences;

The SCFC evaluates staffing, equipment, and technology to ensure adequate response to all wildfires, forest health issues, and other activities and events within the scope of the SCFC's mission. Wildland Urban Interface initiatives, Wildfire Prevention teams, and Incident Management teams are designed to address societal and potential risks to our natural resources and the citizens of South Carolina. When forest health risks are identified, appropriate measures are taken to inform customers. Customer satisfaction surveys assist in determining the opinions and needs of our customers and their preferences.

2.1d Workforce capabilities and needs:

The strategic plan reflects the agency's intent to plan effectively for the use of human resources, with a strong emphasis on training and safety for firefighters and foresters. In response to ongoing budget concerns and to initiate systematic planning for vacancies created by retirement, the SCFC reviewed its structure, programs, and staffing levels, and reorganized and realigned the workforce. Efforts continue to develop a stronger cross-functional workforce in the performance of forest protection and forest management services through the development of Incident Management Teams and Emergency Response Teams. Succession planning strategies continue to be utilized to minimize knowledge loss through attrition.

2.1e Organizational continuity in emergencies.

The SCFC is a primary point of contact for 9-1-1 centers, fire departments and the public. SCFC statewide dispatch operations will be kept current with technology, equipment, and staffing to support the agency's fire dispatch, smoke management and emergency communications roles. There is an increased emphasis on training SCFC personnel and cooperators in the Incident Command System (ICS) and general wildfire suppression tactics. In an effort to ensure continuity of essential functions in the event of a disaster, an agency Continuity of Operations Plan (COOP) has been completed. In addition, we have completed the Commission's portion of the COOP at SCEMD. Both of these documents will require monitoring and updates to reflect any staff changes etc. Part of this framework is based on the Southern Group of State Foresters Disaster Response Handbook. The agency cooperates with the SCEMD, fire departments, and other emergency response organizations. The SCFC seeks out opportunities to train and utilize private and/or non-traditional cooperators.

2.1f Your ability to execute the strategic plan.

Our efforts have been focused on linking employees' position descriptions and evaluations to the strategic plan. This enables us to provide for an effective way to execute our strategic plan as well as conform to the Malcolm Baldrige Criteria. Targeted goals and action items have been selected as performance objectives for employees in the line organization.

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

Our strategic objectives lead us toward solutions for the strategic challenges that we have identified. These challenges are closely aligned with our primary strategic plan goals of protecting the resource and raising awareness of forestry issues and the agency's role in addressing those issues.

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

Action items are identified for each goal in the strategic plan and are included in the plan. Agency leaders and program managers further identified steps needed to achieve the action items and the personnel involved. These action items have been included within the Employee Performance Management System (EPMS) and specific employees' planning stages, with managers and supervisors responsible for tracking progress. The action items are tied to performance measures. In addition, the Senior Consultant within the Division of Forest Protection is dedicated to monitoring and reporting on action items toward strategic goals and objectives. This information is reported to the Commissioners, State Forester, Deputy State Forester, and employees on a quarterly basis.

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

The agency's strategic plan is published on the SCFC website (see 2.7). All managers review and update strategic plan action items each year when performance appraisals are due. Employees are reminded of objectives, review performance measures, and discuss new action plans to improve

performance measures with supervisors at that time. Employees are aware of the progress being made on performance measures via e-mail and on a weekly, monthly and quarterly basis.

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

Since the action items are used to determine the agency's goals and are incorporated into our daily activities, the measure of them is reflected in the measures which have been developed for this accountability report. Graph 7.1-7, which measures compliance with BMPs, relates directly to *Protect the Resource – Goal Five – Action Item 5* in our strategic plan which states: "Continue BMP monitoring to document success and provide opportunities for education of landowners, loggers, and forestry professionals."

Accomplishments on action plans are tracked and compiled into a quarterly report which is presented to the executive staff and the Commissioners at scheduled Commission meetings.

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

The Commissioners, State Forester, Deputy State Forester, and the executive team monitor existing initiatives on a quarterly basis and identify potential new initiatives for action. The initiatives are then translated into objectives and success criteria for relevant program areas and employees. Periodically, additional stakeholders are brought in to evaluate and improve the process as well.

2.7 *If the agency's strategic plan is available to the public through the agency's Internet homepage, please provide a website address for that plan.*

The web address for the agency's strategic plan is www.trees.sc.gov/stratplan.pdf

2.8 Strategic Planning Chart:

		Strategic Planning	
Program	**Supported Agency**	**Related FY 10-11 and beyond**	**Key Cross**
Number	**Strategic Planning**	**Key Agency Action Plan/Initiative(s)**	**References for**
and Title	**Goal/Objective**	**and Timeline for Accomplishing the Plan(s)**	**Performance Measures***
II Forest Landowners Assistance Protection	<u>Protect the Resource</u> 1. Ensure prompt & effective response to wildfire & other natural disasters. 2. Re-evaluate protection strategies, priorities, capabilities as urban areas expand into woodlands. 3. Lead in law enforcement in wildfire & timber theft & fraud investigation. 4. Ensure prompt response to insect & disease outbreaks. 5. Enhance water quality protection.	1. Utilize technology to reduce average warden fire response time, with a target of 30 minutes or less, by end of FY 11. Conduct training exercises(s) throughout the year for SCFC IMT with other emergency response agencies to ensure collaborative, cooperative, and coordinated response to a large fire or non-fire incident during the current fiscal year. Contact fire departments about VFA grant opportunities in late summer to increase their firefighting capabilities. 2. Involve field personnel (supervisors and foresters) in conducting community wildfire hazard and risk assessment; provide required information for developing Community Wildfire Protection Plans (CWPPs), and be available to present their findings at homeowner awareness workshops. Conduct Firewise workshops for homeowners in fire-prone areas to educate them about the wildland-urban interface during FY 11. 3. Utilize appropriate technology (GPS, cameras, arson investigation techniques) to improve conviction rates on wildland arson & timber theft cases during FY 11. 4. Conduct aerial surveys to locate and control insect & disease outbreaks by 2nd quarter of each fiscal year. 5. Provide BMP assistance on 400 sites. Collect and analyze data for statewide compliance and implementation. Conduct 20 BMP related training programs for forestry professionals by June 2012.	Graphs 7.1-3, 7.1-4, 7.1-5, 7.1-6, 7.1-7, 7.1-8 and 7.3-6
II Forest Landowners Assistance Forest Mgt. IV Education	<u>Raise Awareness about the Resource</u> 1. Develop & promote forestry education programs for all audiences. 2. Enhance the image of SCFC as source for forest management information & assistance.	Conduct 15 forest management field studies for local schools at Harbison State Forest by the end of FY 12. Conduct Wood Magic Forest Fair in 1 location to serve approximately 800 participants by the end of 2011. Organize & conduct SC Teachers Tour in the Coastal area by the end of FY 12. Deliver shared state forest revenue to county councils and describe forestry and SCFC importance each fall.	Graphs 7.1-9a, 7.1-9b, 7.1-10, and 7.3-7
II Forest Landowners Assistance Forest Mgt. III State Forests IV Education	<u>Enhance the Resource</u> 1. Serve as catalyst for promotion, development, expansion of forest resource & markets in SC. 3. Provide timely information on forest inventory & health. 4. Provide landowners with optimum quality seedlings.	1. Collaborate with partners to continue work on the 20/15 Initiative to grow forestry's impact to $20 billion by 2015. 3. Complete measurement of FIA plots in the 5th panel in cycle 10 by 12/2011. 4. Bring 3rd cycle loblolly pine seedlings to market. Complete seedling customer satisfaction survey by June 2011 with goal of 90+% satisfactions.	Graphs 7.1-1a, 7.1-1b, 7.1-2 and 7.2-1
I Admin. II Forest Landowners Assistance Forest Mgt. III State Forests IV Education	<u>Prepare to Meet Future Demands</u> 1. Maintain a capable, satisfied, diverse work team. 3. Review staffing levels & organizational structure to ensure continued forestry services. 4. Reduce job-related injuries.	1. Meet or exceed FY 09 turnover percentage rate by FY 11(due to Retirement Incentive Plan effective 7/1/09). 3. Increase number of firefighter positions that are filled to 90% of available FTE's by FY 12; Increase project forester positions 20% by FY 13. 4. Reduce workers compensation premium by maintaining a low Experience Modification Factor.	Graphs 7.4-1 and 7.4-2

CATEGORY 3 – CUSTOMER FOCUS

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

Our key customers were generally identified in the South Carolina Code of Laws, Section 48-23-90 *General Duties of Commission*. As our services and products have evolved over the years, our customer base has expanded to include other non-traditional forestry customers. For example, urban populations have expanded into the more rural and forested areas of our state and we are responding to this population's need for assistance on their personal property, as well as providing information on their surrounding natural environment.

Our agency uses a variety of methods to determine requirements, expectations, preferences and satisfaction of customers and stakeholders:
- Customer Surveys
- Focus Groups
- Public Forums and Workshops
- Collaboration with Partners and User Groups
- Outreach Publications for Targeted Audiences
- Interviews
- County Forestry Board Meetings
- County Council Meetings
- Monitoring of Legislative Activities
- Visiting Congressional Delegation Annually
- Homeowner Association Meetings
- Forest Landowner Association Meetings

The SCFC has conducted surveys of customers to determine their expectations and preferences. Survey forms soliciting feedback are sent to landowners that receive forest management assistance, stewardship management assistance or services. Customers are asked about the length of time it took to complete the service, the results of the service, and courtesy and professionalism of the employees.

The SCFC initiated the 20/15 campaign to proactively grow forestry's economic impact in SC from $17.4 billion to $20 billion by 2015. To kick off the campaign, a forestry summit of economic development and forestry leaders in the state was held at the SCFC headquarters in October 2009. A SWOT analysis identified 25 prioritized issues to be addressed. A 2nd 20/15 conference was held in June 2010 to form 6 Task Force committees to address the highest priority issues and offer recommendations for addressing the issues. In FY 11, the SCFC was awarded a USDA Rural Development and a USDA Forest Service grant to fund elements of the 20/15 Initiative.

The SCFC contracted with the SC Export Consortium at the USC Moore School of Business to survey SC's forest industry mills concerning communication needs between the industry and the SCFC. The intent of this survey was to determine the usefulness of social media in improving the agency's communication with forest industry. Responding mills sought information on a monthly basis by way of E-newsletters from the SCFC. The most sought after information included economic development news, environmental program updates, state timber sale advertisements, and legislative updates.

Each year, agency leadership also participates in meetings of county forestry boards to discuss current forestry issues and agency programs.

Federal grants dictate to whom we provide assistance in Community Forestry, Best Management Practices, and the Wildland/Urban Interface programs.

Periodic mailings, such as surveys to new forest landowners, help the agency acquire new customers and determine their interests and needs.

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

The SCFC seeks input and information through customer surveys and employee feedback, as well as through participation in a number of partnerships and councils, to determine changing customer/business needs and expectations**.** These include: SC State Government Improvement Network, TreesSC, SC Statewide Outreach Council, Wildland Fire Protection Partnership, the Prescribed Fire Council, South Carolina Foresters Council, SGSF, NASF, SCEMD, SFM Division, SCFA, many local landowner associations, professional organizations, Firewise Community Homeowner Associations, Lowcountry Wildland Urban Interface Council and the South Carolina Firemen's Association.

Also, the Forest Protection Section Chief, State Fire Management Officer and a Regional Forester serve with other fire managers on the National Wildfire Coordinating Group's Wildland Fire Use, Predicted Services and Fire Weather Subcommittees. This service as state representatives allows for the external and internal customer input be voiced at the national fire management level where policy and procedure is discussed and formulated.

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

Key customer access mechanisms include telephone (landline and cell), mail and fax to SCFC offices (county, unit, region, headquarters and dispatch); personal contact at public meetings, forums, workshops, and individual meetings; internet (website, email and Facebook) and customer satisfaction surveys. The agency's dispatch centers and statewide 1-800-777-FIRE (3473) number provide customers with 24/7 access to the Forestry Commission for reporting wildfires, burn notifications, smoke complaints and other requests for assistance. An automated system for handling over 400,000 vegetative yard debris notifications per year provides an efficient and consistent message on current fire danger and requirements to conduct an outdoor burn safely. This system was updated this year to allow easier access to these notifications by fire departments and the ability to quickly add or modify messages. The new system can handle more calls; greatly reducing the chances of the public getting a busy signal. The agency also maintains a web site that is constantly updated to provide an online source for forestry information, point of contacts, and services. Current wildfires and smoke management burn notifications are now posted on the agency web site for public access. We also have implemented online permit sales. All of these mechanisms allow customers to obtain information, conduct business and make complaints either verbally or in writing.

Requested information can be mailed, faxed, emailed and/or delivered in person to the customer. Other government agencies (i.e. SCDNR, Clemson Extension, NRCS, FSA, USDA Forest Service, Counties, etc) have and provide information about SCFC services, programs, and contact information to customers.

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

Beginning July 2010, customer satisfaction surveys regarding forest management plans, stewardship management plans, and forest services are provided to customers online through the use of Survey Monkey. This tool is also utilized by our seedling customers. The online satisfaction survey was e-mailed to all customers who provided an e-mail address. The switch to the electronic format was implemented to stream-line the process and be more cost-efficient and cost-effective for the agency. Survey information since 1998 is available for forest seedling customers (Graph 7.2-1); since 1999 for services (Graph 7.2-2) and forest management plans (Graph 7.2-3). However, only the last 5 years are reflected in the graphs. In 2008 we began collecting survey information on our stewardship

management plans (Graph 7.2-4). Results from these surveys are reviewed to determine if there are areas that can be improved. SCFC personnel respond to all specific customer complaints on an individual basis.

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

Input is reviewed by program managers and agency leaders and evaluated to ensure that services and programs in five key areas (forest protection, forest management, state forests, resource development, and forestry education) are not only relevant to the current needs of customers/stakeholders but also to our mission and strategic goals. Positive services and programs are continued and those less effective are improved or eliminated. This information is also used to identify new services and programs needed.

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

Complaints are recorded and promptly investigated to determine where problems exist and efforts made to resolve them quickly.

The SCFC meets with state forest user groups on a timely basis to discuss and plan for future recreational opportunities on Forestry Commission owned land.

The SCFC makes prompt responses to elected officials seeking input.

The SCFC's Wildland Urban Interface (WUI) Program reaches out to community planners and developers, residents and business owners in the state's expanding wildland urban interfaces. WUI is a hazard mitigation and education program designed to help these customers reduce the risks of wildfire in their communities and to protect lives and property.

The SCFC reaches educators, young people, and other interested citizens with exhibits and interpretive signage on Harbison State Forest. The agency cooperates with other natural resources agencies and organizations as well as forest industry to provide two popular forestry education programs. The Wood Magic Forest Fair is an award-winning, weeklong program on the benefits of forests and forestry offered to 4th grade classes statewide. (Graph 7.1-9a) The SC Teacher's Tour is offered for graduate credit during the summer. (Graph 7.1-10) Items discussed in this paragraph and those paragraphs immediately preceding show how the SCFC strives to meet and exceed the expectations of their customers and stakeholders.

CATEGORY 4 – MEASURMENT, 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?*

Historically, measures have been used to monitor program accomplishments based on the primary mission and funding sources. Financial data and performance is tracked continuously to insure that strategic objectives, action plans and the mission of the agency are being met. After severe budget reductions over the past three years, if additional funding sources are not identified, the agency may have to make strategic decisions in regard to objectives and prioritization. The SCFC is actively shifting its key measures from a focus on activity levels to developing performance measures that are linked to the mission of the organization and the objectives of the strategic plan. Recently, new measures have been developed based on their importance to the overall success of our agency. The SCFC has continued to strengthen its focus on improving efficiency, effectiveness, quality, and outcome measures. Also, the SCFC has defined our key customer groups and related key requirements. The use of a variety of approaches to listen and learn from our customers provides opportunities for process improvements.

We continue to design measures linked directly to our mission and the objectives outlined in our strategic plan. Senior management seeks to find measures that track our progress in achieving strategic objectives and implementing action plans. The SCFC has a strategic planning process in place that includes active participation by senior management, a comprehensive SWOT analysis that includes a variety of customers and stakeholders from throughout the state, and employee input.

4.2 *How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?*

New data/information is reviewed to determine accuracy and relevance to our strategic goals. Data and/or information which meet these criteria are utilized to encourage the continuation of positive processes and to improve less effective aspects of our operations.

Financial information is collected, discussed with and provided to program managers on a regular basis in order for them to have the necessary data to facilitate effective decision making concerning their program and the agency.

We also conduct cost/benefit analysis on new technology as it becomes available and relevant to our organization. The SGSF has sponsored Southern Wildfire Risk Assessment and Forest Assessment projects. These Geographic Information System (GIS) based assessments will facilitate strategic decisions related to the prioritization of services and delivery of them in key program areas such as Wildfire Prevention Teams and Forest Stewardship Management Plans.

A GIS-based project is in development for managing BMP Courtesy Exam data, including field notes, contact information, and site evaluation results. This project will streamline data collection and reporting to regulatory agencies and stakeholders.

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

In FY 11, we revised our process of distributing Customer Satisfaction Surveys. Surveys are now e-mailed to customers utilizing an on-line survey tool, Survey Monkey, which is more cost-efficient and cost-effective given our limited resources.

Every two years, the SCFC foresters conduct a survey of the primary forest product mills in South Carolina. Timber harvest data is reported and summarized by county.

The SCFC periodically publishes data on the export of forest products from South Carolina. These data are used to track trends in the movement of forest products from South Carolina to global markets.

Implementation of BMP measures is constantly being monitored with field inspections by the Environmental Management Section to insure that a high level of compliance is being maintained.

Wildland fire occurrence and suppression efforts are reviewed monthly to track trends for the current year.

Additional measures are collected and analyzed annually to be used in our mid- to long-range planning.

Enhance the Resource
- Forest-Based Economic Development Impact (Graphs 7.1-1a&b)
- Forest Inventory and Analysis Plot Production (Graph 7.1-2)

Protect the Resource
- Average Fire Response Time in Minutes (Table 7.1-3 & Graph 7.1-3)
- Ten Year Average Fire Size for Southern States (Graph 7.1-4)

- Timber Theft and Fraud Cases Settled (Graph 7.1-5)
- Five Year Occurrence, Extended Investigations, and Prosecutions (Graph 7.1-6)
- BMP Harvesting Compliance Trends (Graph 7.1-7)
- SPB Losses in SC (Graph 7.1-8)
- Red-Cockaded Woodpecker (Graph 7.1-11)

Raise Awareness about the Resource
- Participation and Demand for Wood Magic (Graph 7.1-9a) and Test Results (Graph 7.1-9b)
- Participation and Demand for SC Teachers Tour (Graph 7.1-10)

Customer Satisfaction
- Customer Satisfaction Level for Seedling Products (Graph 7.2-1)
- Customer Satisfaction with Forestry Services (Graph 7.2-2)
- Customer Satisfaction with Forest Management Plans (Graph 7.2-3)
- Customer Satisfaction with Stewardship Management Plans (Graph 7.2-4)

Financial
- Appropriations – State General Funds (Graph 7.3-1)
- Agency Fuel Costs (Graph 7.3-2)
- Federal Grants (Graph 7.3-3)
- Number of Dozers by Year Model (Graph 7.3-4)
- 1-800 Charges per 10,000 Calls Received (Graph 7.3-6)
- State Forests Payments to Counties (Graph 7.3-7)

Employee Satisfaction, Involvement, and Development
- Employee Turnover Rate (Graph 7.4-1)
- E-Mod Factor (Graph 7.4-2)

Regulatory/Legal Compliance
- Smoke Management Notifications Average Processing Time (Graph 7.5-1)

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

Comparative data from before and after changes or innovations are made is used to measure its impact on the agency or its operations. Examples include cost savings achieved in 1-800 calls by routing more types of burn notifications to an automated system; improved dispatching times with a new computer aided dispatch system; and others.

During joint meetings with program managers from other forestry agencies in southeastern states, common issues are discussed. Comparative data from similar state forestry organizations is available on a limited basis and each state records data differently. However, we strive to get the best comparative data available. Contacts made with southeastern states reveal that most state forestry organizations are just beginning to track meaningful performance measures. South Carolina is the only southeastern state which tracks dispatch response times through a statewide real time Computer Aided Dispatch System (CADS). The SGSF has adopted the moderate level work capacity test as the standard to measure wildland firefighter physical fitness.

Trips to other states and phone surveys have been used to collect information about operational decisions in other forestry agencies. Consultation with our stakeholders and partners is used to gain insight for improving our agency.

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

Auditing and accounting standards are used to ensure these functions are being achieved. Standards, procedures, and principles are in place to ensure that data is reliable and accurate, security is maintained and a proper segregation of duties adhered to.

Measures and data have been used during program reviews at the area/unit and state levels. Senior management has instructed regional foresters and division directors to begin sharing performance data with personnel at all levels as a means of improving processes and generating feedback.

Our CADS has been updated to streamline our internal dispatch processes to improve our service to the public and data reliability. The updates have positively affected our data collection and thus have improved our data analysis and process improvement efforts. The overall management goal with the ongoing feature changes with the CADS is to produce improved outputs with the overall system. Calculations to determine if a burn notification is compliant with smoke management guidelines have been automated with the new system to reduce human errors. Numerous processes and checks have been added to insure spatial locations (latitudes and longitudes values) of notifications, wildfires and other incidents entered in CADS and the Records Management System (RMS) are verified and within South Carolina. The SCFC Dispatch Management Team and the Regional Foresters constantly review and analyze the data outputs associated with dispatch and initial attack response in the field to ensure correctness of figures. Dispatch Center telephone and two-way radio communications are also recorded and time stamped. This system has instant recall capability and can be used to verify caller information and when reviewing the accuracy of information recorded in CADS.

Within our forest management programs, we have begun development of a new enterprise geodatabase to facilitate data collection and analysis. Once operational, this system will consolidate data collection for several programs and facilitate tracking and reporting of outcomes for new federal and state reporting systems.

The Forest Inventory and Analysis (FIA) program must adhere to the requirements developed by the USFS – Southern Research Station – Forest Inventory and Analysis Unit for data integrity and accuracy. All FIA employees are required to successfully pass a certification exam with a minimum score of 80% and maintain an annual average of 87%, thereafter. The USFS – Southern Research Station conducts a minimum of 8% field checks on data collected by SCFC employees.

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

The SCFC has outside reviews conducted by state and federal entities. Almost each fiscal year, the SCFC is required to go through some type of review of its forest protection and forest management programs. Improvements recommended by these reviews are studied to determine cost/benefit ratios, feasibility of implementation, and effectiveness. The SCFC regards all reviews as opportunities to improve our overall operations. In addition, SCFC uses various program meetings as opportunities to benchmark with other state and federal forestry agencies to enhance continuous improvement with their forest protection and forest management programs.

For example, in August and November 2010, the Office of the Inspector General performed an audit of the Longleaf Pine Restoration ARRA Grant. Relative files were reviewed both in forest management and accounting and no significant findings were noted. In addition, a field review was also performed of approximately 25 sites, both public and private lands, that had received incentive payments for work to establish or improve longleaf pine and once again there were no significant findings.

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

The SCFC has a state of the art Computed Aided Dispatch System that captures a tremendous amount of data about our daily operations. In addition, we utilize customer surveys, monthly staff meetings, and work teams to brainstorm solutions to challenges facing us. We share this information using communication tools such as a news bulletin, which is distributed to every employee and an annual report. Critical positions, occupied by personnel with known retirement dates, are targeted for early hiring of replacements to facilitate transfer of knowledge.

CATEGORY 5 – WORKFORCE FOCUS

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

The South Carolina Forest Fire Protection Act states the State Commission of Forestry shall direct forest fire protection work. The agency leadership developed the agency mission on the responsibility directed by the Forest Fire Protection Act. The Commissioners and senior managers, including regional foresters and program managers, define the strategic goals and objectives to accomplish this responsibility. Unit foresters, state forest directors, and supervisors develop action plans. Division and department employees complete the tasks. The agency provides professional development seminars covering diversity, ethics, and hiring practices to aid employees in fulfilling their supervisory responsibilities.

The agency accomplishes forest protection and management activities through established regions, which are further subdivided into units. The regions include Coastal, Pee Dee and Piedmont. The regions have common goals and objectives, and the implementation of protection and management activities within the regions take into account geographical concerns and other considerations. The unit forester, supervisor, specialty foresters (BMP, Stewardship, Urban, and FIA) develop specific implementation tasks for the area. The unit management considers employee input before implementing the tasks. The state forest system, which is comprised of five (5) locations, also establishes specific action plans. Employee involvement at all levels increases the commitment to the agency's mission and goals.

The agency uses teams to accomplish several activities. For example, Incident Management Teams, fire review teams, accountability report, and interview and selection teams. The use of teams allows collaboration and cooperation among work units. In addition, the teams allow for knowledge sharing and employee empowerment and input toward the agency's goals and objectives. Job responsibilities of foresters and firefighters require them to make decisions on the front line. Therefore, employee empowerment is a part of the assigned responsibilities. For example, when dealing with a forest fire, the employee must assess and make decisions based on the situation at hand. In addition, the Best Management Practices (BMP) foresters make assessments concerning logging sites that could result in a "stop work" order. The agency emphasizes extensive training, which prepares the employees to respond appropriately to situations at hand.

The structure of the organization encourages and requires cooperation among divisions and departments to accomplish the mission of the agency. There is great cooperation among departments, particularly with forest fire activities. Employees whose normal day-to-day activities may involve forest management are fireline qualified and available to assist with fire control when necessary. The agency's dispatch centers, which are critical to the forest protection division, continually utilize technology to assist the staff in accomplishing tasks and assessing the results. For example, the Computer Aided Dispatch System, CADS, provides information on response times, number of acres burned, and initial responder.

Employees' input and involvement are encouraged locally, regionally and nationally. Employees make presentations to civic organizations and local government and they represent the SCFC on committees. Since the agency's core competency is forest protection, employees have opportunities to serve on external teams with other law enforcement and protection agencies as subject matter experts.

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

Communication within the agency occurs daily with an intranet morning report, which indicates employees who are out of the office for the day or traveling, program and administrative information. The agency distributes the e-mail to approximately 70% of the workforce. The agency distributes Tree Country SC, the agency bulletin, to all employees. Previously, the agency sent the bulletin by email or regular mail. However, due to staff reductions and budget cuts, in FY 11 the agency did not send the bulletin by regular mail. Supervisors are now responsible for communicating information to employees without internet access. The bulletin captures department updates, highlights of agency information, or employees, agency history, etc. The senior management conducts monthly employee meetings with program and department managers. The agenda for the meeting includes program updates, changes, problems and lessons learned. The program and department managers communicate the information to their respective employee groups or departments. The firefighters hold monthly meetings to exchange administrative information and any job specific discussions. In addition, specific programs or departments have regularly scheduled meetings on a quarterly basis. In addition to meetings, portable radios, pagers, cell phones and dispatch calls/messages are communication methods utilized.

Some specific formal methods of knowledge/skills/best practice sharing include fire reviews, annual fireline refresher sessions, training and safety council, and program manager meetings. When appropriate, the agency utilizes conference call meetings to discuss specific procedural or fact-finding items. The agency also conducts internal self-assessments for forest protection and forest management activities. In addition, several employees are instructors for established training programs. Employees, who are Certified Public Manager participants, share project information results.

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

Due to the budget shortfall, limited hiring continued for FY 11. During the last quarter of FY 10, the agency implemented a retirement incentive plan in addition to separating TERI and working retiree employees. The FY 10 actions resulted in approximately a 10% reduction in the agency's workforce. Normally, the turnover rate for the agency is consistently lower than the aggregate turnover rate for state government. The turnover rate spiked to 14.5% for FY 10 due to the release of the TERI and working retiree employees. However, the turnover rate is 4.57% for FY 11, which is a record low. The statewide turnover rate is 12.16% for FY 11.

State government implemented an electronic recruitment program in September 2007. The agency utilizes the system as its main recruitment source when actively recruiting for staff. It is an internet based system and therefore is able to reach a broad and diverse applicant pool. In addition to the electronic recruitment system, the agency also advertises in local newspapers, particularly in rural areas, and forestry journals/bulletins for some positions. Recruitment barriers the agency faces include minority recruitment, decline in the number of forestry graduates, and non-competitive salaries, particularly for foresters and firefighters. The agency participates in school and community career fairs. The agency utilizes individual and group interview methods during the recruitment and selection process. A candidate may interview for a specific location or several locations depending on the position. The agency sends detailed benefit and state government related resource sites to new hires to review prior to their start date in order to help answer questions and prepare them for their orientation process.

The agency's workforce has discretion and flexibility within established guidelines and goals to achieve their job functions which positively affects the retention of employees.

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

Methods to determine workforce capability include observation, interviews between management and employee, exit interviews, group meetings, review of data and reports, evaluation and response to perceived problems, and post training tests. The agency utilizes most of the methods with all groups of employees; however, the agency primarily uses the post training tests in the forestry technician training program. Capacity needs are determined based on evaluations of data related to forest protection and forest management such as number and size of fires, response times, management plans completed versus number of requests. Comparisons are made to other southern states in regards to the number and size of fires. The senior managers, regional and program managers evaluate and assess the data results.

On June 2, 2010, the agency implemented SCEIS human resources/payroll component. In preparation for the component, the human resources staff, in conjunction with managers and supervisors, assessed the computer skills and competencies of employees for role assignments in the SCEIS system. The assessment included a review of the employee's current computer use and requirements. SCFC participates in state government surveys on Information Technology (IT) skills and needs assessments. IT staff is kept informed of training opportunities in related technology that are being offered through state contracts, by technical colleges, software companies, and IT training vendors. The agency utilizes outside consultants or interns for specialized short-term skill, competencies, and staffing needs.

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

The agency assesses and evaluates employee performance with the Employee Performance Management System (EPMS), the appraisal system designed for SC state government agencies. The EPMS is a continuous performance process. The three components of the system include planning stage, on-going communication, and evaluation stage. Upon hire or job classification change, a planning document is prepared which involves reviewing the employee's position description and establishing performance goals for the upcoming evaluation period. The success criteria established for the performance goals are measurable units of accomplishments. Managers may establish additional objectives for the employee to complete during the evaluation period.

There should be ongoing communication between the employee and the manager concerning performance expectations. The system encourages communication between the employee and supervisor. The supervisor and employee jointly establish goals and there is interim follow-up on the employee's progress during the year. The evaluation and appraisal interview are the main components of the yearly review process. The supervisors and managers evaluate an employee's performance as below, meets, exceeds or substantially exceeds on the previously established performance goals. The agency has implemented the EPMS throughout the agency. The agency incorporates a universal review date for all employees with at least one year of service with the agency. The universal review date assists managers and supervisors with establishing annual goals for all employees on a consistent timeframe.

Managers and supervisors, along with input from the employee, establish the success criteria for performance. Some criteria are established based on policy, or they may be deadline driven. The agency continues to work on aligning individual employee's performance success criteria to stated strategic objectives. For example, one goal outlined in the agency's strategic plan is to improve contacts and communication with state and local levels of government concerning forestry related

issues. The action item to accomplish this goal is to increase participation in public hearings, including county council, planning commission meetings and landowner association meetings. The employee attending the meetings submits a summary report, which is a standard operating practice. The agency follows up with any forestry related issues on the agenda. Thus far, the following job groups' EPMS have components directly linked to strategic objectives: regional foresters, unit foresters, project foresters, warden technicians, law enforcement, and firefighting supervisors. The requirement of a reviewer in the supervisor's chain of command, to review the employee's final evaluation assists in assuring deployment of success criteria linked to strategic plan items.

5.6 *How does your development and learning system for leaders address the following:*

    a. development of personal leadership attributes

    b. development of organizational knowledge

    c. ethical practices

    d. your core competencies, strategic challenges, and accomplishment of action plans

The senior leadership for the agency has participated in the South Carolina Executive Institute. The Executive Institute is for senior government officials in South Carolina seeking to sharpen their leadership and management abilities. Sessions deal with decision making at the policy level and strengthen specific management skills and techniques. The South Carolina Executive Institute does not currently exist; however, the agency continues to seek other developmental and training programs, which may offer similar skill development.

The agency director proactively continues to build relationships with agency partners, stakeholders and customers. The agency director and deputy director participate with the Agency Director Organization programs and SC Human Affairs programs that cover the importance of senior leadership and support for programs the agency may be implementing.

A key component of our development and learning system for leaders is a genuine understanding of the concept of leading by example, and the senior leaders strive to provide guidance, make decisions, and represent the agency according to the SCFC values. Employees of the agency carry out their responsibilities according to the ethical standards of their individual professions (i.e. forestry, accounting, human resources.)

Program managers provide monthly and quarterly reports to agency leaders concerning core competencies, strategic challenges and accomplishments of action plans.

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

Program managers recommend changes to ongoing training programs and identify new training for employees. The SCFC's training council developed training guides to set minimum training requirements for each position. The council meets periodically to review changes or additions to training needs. The SCFC implements new national wildfire training standards and revises current courses as needed. The Training Director schedules necessary training and maintains a training record database for each employee.

The agency implemented the SC Enterprise Information System (SCEIS) in FY 10. The implementation affected the finance, purchasing and human resources/payroll areas of the agency. The

implementation of the system required extensive training for staff within the departments. In addition, the human resources/payroll component required training for all agency personnel. The agency assigned roles within the system to employees and the assignment determined the required training. The agency also provided follow-up training with staff concerning the SCEIS system. The agency continues to work with employees as needed with the SCEIS system during the fiscal year. The employees have made significant progress with the system.

The agency conducts a Hiring Practices training course for supervisors. The course includes interviewing techniques, affirmative action policies and specific agency procedures. All supervisory personnel are required to complete the Supervisory Practices course offered by Office of Human Resources (OHR). Agency managers have completed a training course in diversity. Leadership development is encouraged by identifying and inviting key employees to participate in the Certified Public Manager program. There are agency managers who completed the Executive Institute. Supervisors and program managers attended Professional Development workshops to improve skills in working with citizens and local government leaders.

Supervisors complete training guides for new employees upon completion of orientation and training on agency and safety policies. All equipment operators must complete 'Fire Suppression Equipment Operator Essential Task Orientation' within 30 days of employment. Successful completions of the following training: Effectiveness of Wildland Firefighting, Incident Management, First Aid/CPR, and Forest Technician are evaluated by testing. Employees who are assigned roles on the Incident Management Team participate in mock exercises to develop the skills required to respond to emergency situations when warranted.

Familiarity with new technology helps an employee complete his or her work more efficiently. For example, foresters take GIS mapping training in order to provide required data to the U. S. Forest Service for stewardship plans. The Deputy State Forester makes expectations clear to supervisors about training that is required to develop new skills. Expectations are included on employees' EPMS.

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

The agency recognizes the importance of development and training of its workforce. The agency awards salary increases for forestry registration, completion of the forestry technician program, progression through established career paths (i.e. foresters, dispatchers, and mechanics) and criminal justice academy graduation. Experienced employees are instructors for the forestry technician program, community educational programs, and agency representatives on state and regional committees. The agency has established Incident Management Teams (IMT) and employees are encouraged to participate. While many of the positions on the teams are for employees with forestry and wildfire background, there are available positions for administrative staff. Participation on the teams provides opportunities for employees to increase their skills and knowledge outside of normal day-to-day responsibilities and allows development of leadership skills. The implementation of the SCEIS project offered an opportunity for employees to assist each other with using the system. The Human Resources Director assisted the SCEIS Project Team as a training facilitator for the Wave 2 implementation of the project. Human Resources and Finance staff members participate in SCEIS user group meetings and training sessions.

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

Employee training will allow the SCFC to meet future demands and provide quality service with well-trained, qualified staff that enjoys a safe and rewarding work environment. Training is particularly critical for firefighters. Our main achievements would be:
• Maintain a capable, satisfied and diverse work team.
• Enhance professional development for agency personnel to efficiently, safely, and professionally provide better services.

- Review staffing levels and organizational structure to ensure the agency is in a position to supply needed services.
- Implement plans and establish performance measures to reduce the number of job-related injuries.
- Establish goals and implement vehicle and equipment operations safety training to reduce the number of accidents.

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

Indicators of the effectiveness of training include application on the job and successful mock exercises. The agency's forestry technician training program is a combination of classroom and fieldwork. The employees take a test on the objectives of the classroom training and the application of the skills is through fieldwork under supervision. The comprehensive training program takes approximately 2 years to complete. The duration allows employees to experience real time fire and forest management situations discussed and simulated during training. The agency has established incident management teams. There have been numerous classroom training hours and exercises for these teams.

Employees who have completed Certified Public Manager and Executive Institute programs and are successfully handling additional responsibilities for the agency are an indicator of the effectiveness of developmental skills taught in the respective programs. In addition, employees completing job specific training (i.e. Excel) are evaluated based on improved performance. The agency completes a review of accidents and incidents to determine if employees followed safety-training procedures. Based on the review, the agency determines if employees need supplemental training.

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

The continuing budget situation during the year created a difficult situation for awarding monetary recognitions for some established programs. The agency realized the increase in communication and the state of the agency and the budget were vital to employee well-being. However, the agency utilizes the following tools and mechanisms to assist with motivating employees to develop and utilize their full potential:

- Service Award Presentations for 10, 20, 30 and 40 years of state service;
- Agency Service Awards for 5, 15, 25, 35 and 45 years of service;
- Public Service Recognition Week acknowledgement with lunch or gift;
- Recognition of accomplishment and achievements in the Bulletin News;
- Career path development defined by agency structure or specific job groups;
- Recognition and compensation increase for Forester Registration;
- Tuition assistance for course work related to job responsibilities;
- Flexible work schedules allow employees opportunities to balance professional and personal responsibilities;
- Successful completion of specific training courses provides opportunities for out of state fire detail and selection on incident management teams;
- Performance increases and bonuses for work performance or task completion which has a significant impact on the agency;
- Manager discussion with employees on career goals;
- Periodically individuals have represented senior management at designated meetings, which leads to professional development.

The tools and mechanisms provide a means for the agency to recognize employee milestones related to service time, professional growth and individual development. The agency recognizes and shows appreciation to the employees for their contributions. The recognition of accomplishments also

provides an opportunity for other employees to learn from their coworkers and to share professional knowledge.

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

Some of the assessment methods and measures the agency uses as indicators to determine employee well-being, satisfaction, and motivation include: visits with the State Forester; exit interview information; follow up with managers and employees; open door policy; flexible work schedules; employee assistance program; career path development; workers compensation claims; and tuition assistance program. The agency uses the feedback received from these methods and measures to assess the strengths and weaknesses of processes and procedures. The agency values and considers employee input before implementing modifications or establishment of processes or procedures. The agency employees are open and comfortable with presenting ideas and suggestions concerning new and existing programs.

The agency uses employee retention and grievance rates as indicators of employee satisfaction and motivation. Employees remaining with the agency have acquired valuable knowledge and they share information with new employees or internal and external teams or partners. However, the agency assesses any employee complaints or grievances received formally or informally for improvement of applicable processes and communication with employees. The agency also reviews the types and number of workers compensation claims filed to determine training needs or refreshers needed.

The agency carefully reviews and analyzes information obtained from all methods and measures. Priorities for improvement are determined based on meeting the agency's mission, employee well-being, and available budget. The agency recognizes the importance of employee well-being, satisfaction, and motivation with successful accomplishment of goals and objectives.

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

The agency has evaluated the current workforce to determine staff that meets eligibility requirements to retire over the next five years. In FY 10, the agency implemented a Retirement Incentive Plan along with the separation of TERI and working retirees. The actions resulted in a decrease of approximately 10% of the workforce at that time. At that time the agency lost a significant amount of agency knowledge. The agency evaluated the gaps as a result of the action and modified some employee's assignments, which also provided an opportunity to broaden employee's skills. The workforce analysis also details individuals by location and supervisor and therefore assists in identifying areas of concentration for preparing employees and the agency for the potential changes. The agency fills positions early on planned departures, when possible, to allow the newly selected individual to work with the outgoing employee to facilitate a smooth transition. The agency utilizes temporary job assignments to fulfill current needs but also as a method to broaden employees experience and prepare for other responsibilities. The agency will evaluate job rotations as a method to prepare employees for future vacancies.

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

SCFC has pushed hard for improved equipment, replacement and maintenance funding to lessen the risk of injury and deaths from unsafe equipment utilization with inadequate success. Equipment that is believed to be unsafe is removed from use. Funding improvements are critically needed.

The SCFC stresses safety throughout its training and operations. It is a standard procedure for staff meetings to begin with a discussion of safety issues. The training program for many employees includes First Aid/CPR, Driver Improvement, and an annual refresher for fireline employees on the use of a fire shelter and other fire safety measures.

The SCFC requires wildland firefighters to participate and encourages voluntary participation in the Physical Fitness Program. The agency has an incentive program to complete the physical fitness test but due to budget reductions, this program is currently suspended. Normally, approximately 80% of the agency employees participated in the physical fitness program. The SCFC puts an emphasis on personal safety and has policies and procedures on the use of Personal Protective Equipment (PPE) and safe fireline procedures. Employees are encouraged to participate in health screenings and health fairs.

The Safety Coordinator reviews all accidents and injuries to look for developing trends and to make recommendations to reduce future problems. He performs an annual inspection of agency facilities to ensure the agency and employees are following Occupational Safety Health Administration (OSHA) and state regulations. The agency continues to review the evacuation plans for its facilities. The evacuation plan for the Columbia headquarters was completed and posted during this fiscal year. The agency conducted shop inspections and completed nine during FY 11.

Facilities that allow public access have audible alarms on doors away from the main reception area. The agency locks the entrance to the Dispatch Centers after business hours to increase security to the area. In addition, a keyless entry system assists with security to the area. Dispatch Centers have permanently mounted hurricane wind proof protective covers over windows and equipped with emergency backup power and communication systems. The agency provides transportation in four-wheel drive vehicles during severe weather events.

The SCFC has developed the framework for a Continuity of Operations Plan (COOP), which includes preparedness for a pandemic and plans for creating employee awareness about pandemics and the plan.

CATEGORY 6 – PROCESS MANAGEMENT

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

Core competencies are identified within our agency's mission and strategic plan. Through Memorandums of Understanding with other natural resource agencies we attempt to focus on our core competencies and eliminate any overlap or duplication. Some of our core competencies are listed below:

- Fire Suppression & Detection
- Fire Dispatch
- Forest Resource Data Collection & Interpretation
- Forest Inventory Analysis
- Forest Management Prescriptions for Forest Landowners
- Incident Management Teams
- Forestry Law Enforcement (Timber Theft/Woods Arson etc.)
- Forest Resource Development

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

The agency Strategic Plan and Legislative Mandates are the main factors in determining what our key processes are.

The agency offers products and services to forest landowners and the general public in these key areas: forest protection, forest management, state forests, seedling production, and forestry education. The SCFC also provides forest management assistance to other state agencies that own woodlands.

Forest Protection

The SCFC provides landowners with wildland firefighting assistance through a network of firefighters and equipment stationed throughout the state. Dispatching the closest available firefighting unit is a key process in protecting the forest resource. The agency has three dispatch centers, located in Florence, Newberry and Walterboro. These centers operate using a Computer Aided Dispatch System (CADS). A Statewide Dispatch Operations Coordinator provides operational and technical oversight of the dispatch centers. At this level, detailed and independent analyses of key success criteria are performed to facilitate consistency. Fire Managers are provided with the tools to monitor fire activities. Reports with information such as response times, individual fire reports, monthly fire reports and non-emergency dispatches are distributed to supervisors monthly.

The SCFC uses a commercial "off the shelf" 9-1-1 software system to provide Computer Aided Dispatch (CADS) for wildfire and other emergency dispatch. CADS has improved the efficiency of our dispatch efforts (Graph 7.3-6) to wildland fire incidents (Graph 7.1-3). This technology gives us state-of-the-art dispatching capabilities unique throughout the nation. Such improved dispatch operations have helped to reduce the losses of life, property and natural resources to wildland fires.

The SCFC takes notifications of forestry, agriculture, and wildlife outdoor burning at the regional dispatch centers. All other notifications for outdoor burning, including construction debris, right-of-way debris, trade waste and yard debris, are received by an automated voice mail system. The SCFC upgraded to a new automated system hosted by SPIRIT Telecom that replaced a 15 year old, "end of life", in house system. This system is an efficient way to process large numbers of calls (400,000+ per year) in a timely fashion and to deliver a consistent fire safety message to the caller. (Graphs 7.3-5 & 7.3-6) This new system allows notifications to be automatically forwarded to County Fire Services, has improved search capabilities and provides an easier process to update fire safety messages.

New technology for detection of forest pests is constantly being evaluated. An example of technological advance is the use of the Global Positioning System (GPS) in conducting aerial surveys. By using a preprogrammed GPS, the SCFC was able to eliminate one of three personnel required for the survey. GPS technology reduces the time required for each survey by providing the aircraft pilot a constant and continuous flight track throughout the survey.

The SCFC has conducted community wildfire risk assessments on 658 communities throughout the state. Of those 600 are rated from moderate to high to extreme levels of risk from wildfire. These on-going assessments, conducted with National Fire Plan grant funds, provide homeowners, community planners, Fire Departments, and SCFC wildland firefighters information on access (road width, type), vegetation (predominate vegetation within and adjacent to the community, fuel loads, defensible space), building construction (roofing, siding, setbacks), fire protection capacity (water availability, response time for emergency resources). These assessments often come at the request of either interested homeowners or community leaders within the wildland urban interface (WUI). Once the assessment is completed, information and pictures from the community are assembled into a Community Wildfire Protection Plan (CWPP). The CWPP contains descriptions of the community followed by fuels mitigation recommendations for reducing the wildfire hazards within and for that community. A community that takes action to reduce the risk of wildfire by following the recommendations within the CWPP becomes eligible to receive national recognition as a "Firewise Community/USA".

The planning and conducting of homeowner and community leader education workshops is on-going throughout South Carolina. This year, twenty-four Firewise presentations were made at various venues, including the Mid-Atlantic WUI Conference in Gettysburg, PA, the Carolina Forest Civic Association annual meeting, the Appalachian Society of American Foresters annual winter meeting, the SC Landscape and Turfgrass Association annual meeting, the Tree Care Workshop in Lexington County and the SC Vegetative Management Association meeting. In addition to those Firewise presentations, numerous communities held events where the SCFC was present (i.e. fire department open houses, community Night Outs, Safety Days, and fire prevention events). Also, various homeowner associations were presented information about Firewise either with a brief presentation or a How to Have a Firewise Home workshop (Walkers Woods, Hunters Pointe, The Gates, Waterford, Pine Creek, Briarcliffe Acres, Prince George, and LinksBrook).

The Firewise mobile exhibit (and the Firewise Table Top exhibit) was used 15 times by SCFC, NPS, and USFS personnel during the year to reach over 4,100 people at such places as fire department open houses, safety days, community festivals and events, and community chipping days.

Cooperative efforts with Clemson Extension Service were made to promote Firewise with the use of Title III funds. Extension agents were asked to promote Firewise and the fire prevention "*Think Before You Burn*" effort in their seven county coverage area within the Piedmont.

The Firewise Field Coordinator worked with local SCFC supervisors identifying communities at-risk, conducting community assessments, contacting local fire departments, developing Community Wildfire Protection Plans (CWPPs), constructing Power Point presentations, and assisting with Firewise presentations ensuring homeowners, planners, and developers receive the technical assistance and information needed to reduce the risk of wildfires in their communities.

National Fire Plan grant funds were awarded to nine communities for 14 projects in the amount of $85,617 for various projects including installation of an emergency exit road, installation of additional hydrants, assistance with community chipping days and assisting communities with their underbrushing projects on vacant lots and common grounds to reduce the fuel buildups within their communities. Additional funds were used for fuels reduction and mitigation projects involving prescribed burning (696 acres) and fuelbreak installation (83.5 hours and 11 miles).

The SCFC administers National Fire Plan Volunteer Fire Assistance grant funds to assist Fire Departments in purchasing wildland fire fighting equipment, communication equipment, and personal protective equipment. Some of the funds are used by Fire Departments for Wildland fire training especially for learning how to fight wildfires and assist the SCFC in the Wildland Urban Interface. This cooperative effort between the SCFC and Fire Departments is critical in achieving success in reducing losses to life, property, and our natural resources. For 2011, $213,737 was allocated to 173 participating Fire Departments.

Wildfire Prevention Teams are deployed in areas of historically high wildfire occurrence across the state. The SCFC has been using a statewide effort by utilizing traplines to canvass the entire state especially the rural communities throughout the hot spots of each county. The campaign promoting the "*Think Before You Burn*" (TBYB) message was disseminated by local SCFC personnel by hanging posters (487) in country stores and distributing TBYB brochures (38,575 English/1250 Spanish) with the prevention message. The goal is to increase public awareness on how to conduct debris burning in a safe and lawful manner. Escapes from debris burning (mainly yard debris burning) are the number one cause of wildfires in South Carolina and on average account for more than 43% of wildfires in SC. Magnets (13,637) with the county 1-800 number to call when conducting outdoor burning were also

distributed throughout these critical areas. A total of 1,007 different sites were visited in this wildfire prevention effort where the majority of outdoor burning takes place.

Publications and products developed with the message *"Think Before You Burn"* have been used in the last several years to where the public is beginning to recognize the logo, as well as the slogan. The inclusion of law enforcement personnel in the burn site inspections (5 were conducted during this prevention team effort) and follow-up enforcement actions have helped to emphasize compliance with outdoor burning laws. This message was distributed to local businesses, recycling centers, fire departments, and schools throughout the targeted areas.

Forest Management

The SCFC provides forest landowners with assistance in managing their woodlands and information on private forest consultant services as needed. This involves a wide range of services including the development of management plans, the monitoring of environmental guidelines, and the re-inventory of South Carolina's forests. We perform on-site completion checks to ensure reforestation plans were followed and work performed properly, especially for customers receiving cost-share funds. We also provide training for loggers and contractors and provide courtesy exams while they are still on-the-job site performing the work. We utilize forest inventory data to encourage industry growth and development in South Carolina. We share this information with various development boards and the Department of Commerce.

Compliance with agency-approved environmental guidelines is monitored biannually on federal, state, industrial, and private woodlands. Results are published and widely distributed both in hard copy and over the Internet.

A key activity of the SCFC is continuous inventory of the state's forestland. Three two-person crews measure Forest Inventory and Analysis sample plot locations every five years to exacting national standards. The USDA Forest Service – Southern Research Station is required to check the accuracy of our plot work to ensure quality control at a minimum rate of 4% of the total number of locations as mandated by the program nationally, but strive for 8% of the total number of locations regionally. (Graph 7.1-2)

State Forests

The SCFC's state forests demonstrate sustainable multiple-use management to forest landowners and the general public. In FY 01, the state forests began developing a long-range plan. The plan was completed in June 2002 and approved by the Commissioners and is in use.

The SCFC has completed a process to enhance management of the state forest system. This process combined a formal financial analysis and implementation of a Forest Resource Information System (FRIS) to provide managers with better information to ensure sustainable management and more predictable cash flow.

The system was developed by combining GIS and data based management systems with common forestry applications, including forest inventory software, growth and yield models, and forest planning models.

Completion of this project is allowing the SCFC to optimize revenue from the state forests while ensuring the multiple uses and ecological values are maintained.

In accordance with the SC Code of Laws, twenty-five percent of revenue received from the sale of timber products on state forests is returned to the applicable county for their school system (Graph 7.3-7).

Local recreation advisory groups continue to provide assistance in implementing our recreation plans on state forests. They meet quarterly with the local forest directors.

State Lands

The SCFC provides forest management assistance to other state agencies that own woodlands, providing for the opportunity to manage for multiple uses, including wildlife habitat, recreation, environmental education, and sustainable forest products. SCFC foresters assist in developing forest management plans for these properties, provide timber marking and cruising services, and assist in obtaining the best price for forest products. During FY 11 the SCFC provided assistance to five state agencies (SC Department of Corrections, SC Department of Natural Resources, SC Department of Parks, Recreation, and Tourism, SC Department of Transportation, and SC Department of Mental Health) on 13 different tracts. Once sales are completed, this assistance will generate an estimated $1,000,000 plus of revenue for these agencies. Opportunities exist to significantly increase forest returns from state lands.

Seedling Production

The Nursery and Tree Improvement (N&TI) Section of the SCFC supplies forest landowners with high-quality forest tree seedlings. Approximately 4.1 million seedlings were produced during FY 11. A customer survey is implemented annually as a feedback mechanism to direct future product design. This year, the survey was e-mailed to all customers who supplied us with an e-mail address. Of the 216 surveys e-mailed out, 116 (54%) customers responded. Eighty-eight percent of those responding are satisfied with the overall quality of the products and services provided by the N&TI Section of the SCFC (Graph 7.2-1). In response to our survey, we learned that:

- Most customers are generally satisfied with their seedling purchases from the SCFC.
- Dissatisfaction is highly correlated with seedling mortality after planting. Customers acknowledge that weather, seedling quality, and planting techniques all affect mortality. Customers expressed a range of concerns this year including flexibility of pick-up times at Taylor Nursery, better driving directions, seedling price structure, and better communication on pick-up times between Taylor Nursery and customers.

An annual financial analysis is completed to adjust seedling production and price. This analysis is critical as the SCFC nursery program is supported by the sale of seedlings and seed. In January 2006, the N&TI Section of the SCFC entered into a five-year research agreement with Cellfor, a forestry biotechnology company, to develop and produce the high quality genetic planting stock specifically suited to South Carolina. This agreement was renewed in FY 11. Genetic development of new plant material will be completed at the agency's Niederhof Seed Orchard in Jasper County.

Forestry Education

One of SCFC's primary missions is to promote an awareness and appreciation by the public of the ecological, social, and economic functions and benefits of the state's forests. The agency's Environmental Education Program has been decimated by budget cuts and loss of dedicated personnel due to retirements, internal restructuring, and termination of "At will" (TERI & working retirees) employees. Though the number of programs has been significantly reduced, the agency and its employees continue to support the popular Wood Magic Forest Fair, Project Learning Tree, the Teachers' Tour and school programs and produce technical and general informational materials on forestry and forest-related subjects. School groups from throughout the state continue to use Harbison State Forest as a resource for forestry education and the staff at Harbison conducts numerous activities each year for these field studies. With fewer staff available for direct classroom instruction, formal and non-formal educators in grades K-12 have become focal points for professional development training. All programs and training are content oriented and curriculum standards-based to ensure that they meet the requirements of the State Department of Education (SDE). Partnerships have been formed with federal and state agencies and the private sector to provide our remaining educational programs at low cost.

All educational programs offered by SCFC are evaluated and adjusted to meet perceived needs. The demand for these quality programs exceeds SCFC's ability to accommodate requests. (Graphs 7.1-9a & 7.1-10)

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

The Computer Aided Dispatch System (CADS) has features, functions, and enhancements recommended by dispatchers, fire managers, and information technology professionals. An "off-the-shelf" solution was selected over a custom developed system to control costs and to utilize technology and functions developed for 9-1-1 systems. Enhancements utilizing the power of GIS software and 911 address data have improved the efficiency in taking Smoke Management Burn Notifications, locating wildfires, and identifying and notifying the closest available resources to an incident.

A new automated burn notification system hosted by SPIRIT Telecom was implemented November 1 to replace an in-house, 16 year old, "end-of-life" system. This new system generates an e-mail with the individual's notification information attached as a .wav audio file. The e-mail subject line contains the caller's phone number and caller ID information allowing for easier search capability. A copy of each notification can also be sent to an e-mail address for local access by fire departments or 911 Centers. Other key improvement is the ability to quickly add or modify messages used in the system and system management through a secure web portal. Utilizing a hosted system was more cost effective as it eliminates in-house system administration, maintenance, and significant equipment purchase costs.

In recent years, the SCFC has gone through numerous changes. Some of these changes have caused a reduction in our ability to provide services, primarily due to a decrease in staffing levels. During these years of change, the agency's leadership has continued to seek ways of becoming more efficient and effective. One of the ways we have increased our efficiency and effectiveness in regard to processing time and personnel is through utilizing the State Procurement Card to process numerous transactions. In addition, The SCFC surveys customers regarding our performance. (Graphs 7.2-1, 7.2-2, 7.2-3, & 7.2-4) The seedling customer survey has migrated to an online survey as opposed to mailed survey forms to reduce costs and increase sample size. In FY 11, all customer surveys were conducted online. Our web site has been improved and updated so that citizens can obtain information and more easily contact us. We have continued to develop and conduct an extensive training program for our employees. Our aim is to seamlessly weave new technologies and improved employee performance into a tightly integrated system to deliver the best possible service to the people of South Carolina.

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

Forest Protection

CADS automates the process of determining compliance with Smoke Management Guidelines when dispatchers take burn notifications. This has reduced the process time (Graph 7.5-1) and increased accuracy in complying with state regulations. Several key processes for dispatching resources to wildfires are now automated and/or improved to help reduce overall response times (see table 7.1-3) with reduced firefighting resources. Closest available units are determined by CADS based on the road system. This system (when funding becomes available) also allows for the incorporation of technology for automatic vehicle location to improve response time and assure safety of agency employees.

The automated yard debris burning notification system was modified so that all non-smoke management type vegetative debris burning notifications could be directed to that system as of July 1, 2001. This change redirects approximately 30,000 calls per year from our dispatch centers to the automated system. The reduction in call volume allows dispatchers to more efficiently handle smoke

management notifications, radio communications, and wildfire calls. The automated system can handle 24 calls simultaneously, eliminating a caller's time on hold. Another benefit of this change was an overall reduction in the average cost per ten thousand calls. (Graph 7.3-6)

The in-house, 16 year old, "end-of-life" system used to take yard debris burning notifications was replaced with a system hosted by Spirit Telecom. This change greatly increased operation reliability, call capacity from 24 to almost unlimited, with no additional equipment costs.

Forest Management

In general, statewide programs, such as Environmental Management and Forest Inventory and Analysis, are directly supervised by a Columbia staff forester with specific training in that program area.

Digital county mosaics produced from the National Agricultural Imagery Program (NAIP) taken in 2009 have been distributed to field personnel. This free, true color, leaf-on imagery is utilized in desktop mapping and geographical information systems to develop recommendations and maps in the delivery of forest management services to forest landowners. It is the most current, statewide coverage of aerial imagery available for South Carolina.

State Forests

Since state forests are required to operate on receipts and receive no state appropriated funds, a key performance requirement of our state forests is accurate budget planning. The implementation of a harvest scheduling model has resulted in more accurate prediction of annual revenues.

Seedling Production

Key success criteria are included in Nursery and Tree Improvement facility manager's EPMS rating criteria. Success criteria include measures of seed & seedling quality, as well as protection of the productive capability of the nursery soil. The SCFC is a member of the Auburn University Cooperative whose staff provides technical oversight. Internally, agency staff reviews seedling production periodically.

Forestry Education

Individual evaluation by participants is a key component of all SCFC educational programs, including professional development programs such as Project Learning Tree and the SC Teachers Tour as well as material and lesson evaluation for the Wood Magic Forest Fair program. Program changes are constantly being considered and made based on these participant evaluations.

Student evaluations are achieved through pre- and post-tests which are given to students in the Wood Magic Forest Fair to evaluate program effectiveness. The program has consistently shown significant increases in scores between the two tests. (Graphs 7.1-9b) Fourth grade teachers are sent pre-visit materials as well as post-visit materials and lessons to enhance the content of the Wood Magic Forest Fair program.

In general, there is an overwhelming demand for SCFC forestry education programs that exceeds the capacity to deliver these programs. (Graphs 7.1-9a & 7.1-10)

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

Forest Management

In FY 11, SCFC began sending customer surveys electronically following services work or delivery of management and stewardship plans to those customers who provided an e-mail address. (Graphs 7.2-2, 7.2-3 & 7.2-4) Where applicable, copies of individual surveys are forwarded to the Unit Foresters, Regional Foresters and the Forest Management Chief for follow-up with the landowners. Particular attention is given to any negative responses. Contacts are then made with landowners to review responses and correct any problems with service delivery.

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

Information Technology

Most aspects of our business involve technology and information management. We have established a presence on the Internet as a means to disseminate information. In FY 08 we began offering sales of state forest recreational permits through the *SC.gov* Internet portal. We are still exploring options for the sale of Nursery and Tree Improvement seedlings on-line. In FY 11 we began providing information on current wildfires and smoke management burn notifications on the agency's website.

The Information Systems group is responsible directly and indirectly for the maintenance and support of the agency's local and wide area network, 1 Windows NT Server, 8 Windows 2003 Servers, and over 150 computer users and their software applications. A goal was established to reduce the agency's replacement cycle for computers from 5-7 years to 3-5 years for mission critical users. Efforts continue on the implementation of the Information Security Policy established by the South Carolina Enterprise Architecture Oversight Committee to ensure the agency's computer data is maintained in a secure, reliable, and sustainable environment. In cooperation with the South Carolina Information Sharing Analysis Center (SC ISAC) and through a grant from the Department of Homeland Security, a network packet sniffer was installed on the agency's network. This device helps to quickly identify when agency computers and servers may be infected with viruses, Trojans, and other malware.

The agency's wide area network was moved to Multiprotocol Label Switching (MPLS) circuits to conform to the State DSIT's statewide network. Although a more costly connection for the agency, MPLS provides redundancy at the core level needed for the agency's mission critical communications, dispatch and data systems. This allows the agency to consider Voice over IP telephony to the regional offices under state contract that could provide considerable savings and needed functionality.

Geographic Information Systems (GIS) technology and spatial data is being used to improve and implement new processes in decision making. Using a National Fire Plan grant, a Fire Risk Assessment model was created to help identify high fire risk areas of the state. Historical fire occurrence data is being spatially analyzed to aid managers in making resource allocation decisions and reducing response times to wildfires. GIS was used to conduct a statewide assessment of forest resources to develop long-term strategies for investing, state, federal, and other resources to manage priority landscapes.

Training Programs

Wildland fire suppression and incident management are the core of SCFC training programs. All agency personnel are provided basic incident management training in the National Incident Management System (NIMS) IS-700 class. All firefighter and emergency response personnel are trained in fire behavior, fire suppression tactics, and receive additional incident management training.

Foresters, technicians, and other technical staff are trained in emerging issues and technology for forest and natural resource management. Foresters and technicians in the Forest Health, Best Management Practices and Forest Inventory Analysis programs receive specialized training in their respective areas. Supervisors and human resource/administrative staff participate in Supervisory Practices and Hiring Practices training. During FY 11, the SCFC had one employee graduate from the Certified Public Manager Program.

In FY 11, 42 training sessions were held for 491 agency personnel. Additionally, the SCFC held Fire Management training sessions for 144 non-SCFC personnel, mostly from local fire departments. Four Certified Prescribed Fire Manager courses were taught for 138 non-SCFC land managers. Registered Foresters and Society of American Foresters Certified Foresters take training to meet annual and three year continuing education requirements, respectively.

Division of Administration

The Administrative Division provides essential support functions for the agency and its employees. During FY 11 the SC Enterprise Information System was used to aid in this process. The division pays agency expenses and tracks expenditures by type as well as source of funds. It also provides accounts receivable services to include billings to forest landowners and the collection of revenue from landowners, timber and pine straw buyers and seedling purchasers. Another function of the Administrative Division includes applying for and monitoring federal grants.

The division provides procurement services in accordance with the State Procurement Code to insure agency supplies and assets are procured timely and in accordance with state laws and regulations. It accounts for and monitors on an annual basis the fixed assets of the agency to insure the agency's property inventory is accurate.

Also provided are classification, compensation and employee benefit services to agency employees. The division insures employees receive the benefits to which they are entitled and that affirmative action guidelines are adhered to.

The division also provides budget policy and direction for the agency and to internal budget directors to insure agency stays within allocated budgets. Other support functions include agency internal and external reporting, strategic planning, records management and monitoring legislative activity and making needed legislative changes. In an effort to achieve better performance, staff continually monitor existing processes and procedures and update and improve them where applicable.

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

The agency monitors activities and costs in order to ensure resources are available to meet current demands. Based on these activities and costs, the agency is able to see the needs that are not being met due to lack of financial resources and addresses these issues through the annual state appropriation budget request and in applications for federal grant funds. Due to the inability to receive full funding of requests, the agency has to make concessions and prioritize activities each fiscal year to direct limited resources to protect the lives and property of landowners of SC. Over the past three years the agency has reduced personnel from 379 positions to 302 with 86% of these being directly related to fire control. In 2001 the state had approximately 240 wildland firefighting units protecting the state. Today it has only 134. Looking at these numbers and because of the ever increasing urbanization in wildland areas (Wildland/Urban Interface), the agency recognizes it is woefully understaffed and underfunded to protect the citizens of South Carolina as well as the firefighters on the front line. Underfunding has resulted in the inability to fill critically needed firefighting positions which has reduced our front line from 184 to 151. In addition, underfunding has resulted in firefighting equipment above the safe replacement cycle of 15 years old or older being utilized everyday. This has

resulted in increased breakdowns and the parking of equipment too costly to repair, further reducing critically needed firefighting equipment and safety concerns. Currently, 67 truck/tractor plow units (37% of the fleet) are 15 years old or older. The agency continues to make this known through its budget requests and conversations with legislators.

The lack of necessary funding has <u>reduced Firefighting capacity to a critically low level</u> resulting in a <u>High Risk</u> to the citizens, firefighters, property, and forests across the State during normal or bad fire seasons.

CATEGORY 7 – RESULTS

7.1 What are your performance levels and trends for your key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?

Enhance the Resource

Economic development activity in the forest products industry was strong during FY 2011. Ten individual projects were announced this year totaling $391.4 million in new capital investment and 445 new jobs created. Industry announcements were split evenly between primary ($193.4 million, 145 jobs) and secondary ($198 million, 300 jobs) mills. The single largest project was the announcement by SC Tissue of a $140 million sanitary paper plant in Barnwell County. Four separate biomass plants were announced for Allendale, Dorchester, Kershaw and Marlboro Counties. These four plants total $192 million in capital investment and, when in operation, will generate 95 MW of green power. Other announcements included expansions of Kronotex's flooring plant in Barnwell County ($45 million), Interstate Container's packaging plant in Lexington County ($13 million) and mill expansions at Elliott Sawmill, Oldcastle Lawn & Garden, and Canfor Southern Pines.

During FY 2011, the SCFC Resource Development Division actively participated in 20 economic development projects. The majority of the projects involved utilization of biomass feedstock for the production of pellets, electrical power generation, or transportation fuels. Division staff represented the agency and the forestry community through 23 statewide and regional economic development organizations. Finally, 190 individual business assists were made to address single-issue requests.

Forestry's 20/15 Initiative continued through FY 2011 although committee progress on action items was limited due to funding issues. Two grants were applied for and received to fund elements of the 20/15 Initiative. A USDA Rural Business Enterprise Grant was utilized to update research and publication of SC forestry exports. Research results were presented in an export conference for the forest industry. A USDA Forest Service Redesign Grant was awarded to the SCFC to fund the 20/15 Initiative, but funding was not received by the end of FY 2011.

Graph 7.1-1a
Forest-Based Economic Development Impact
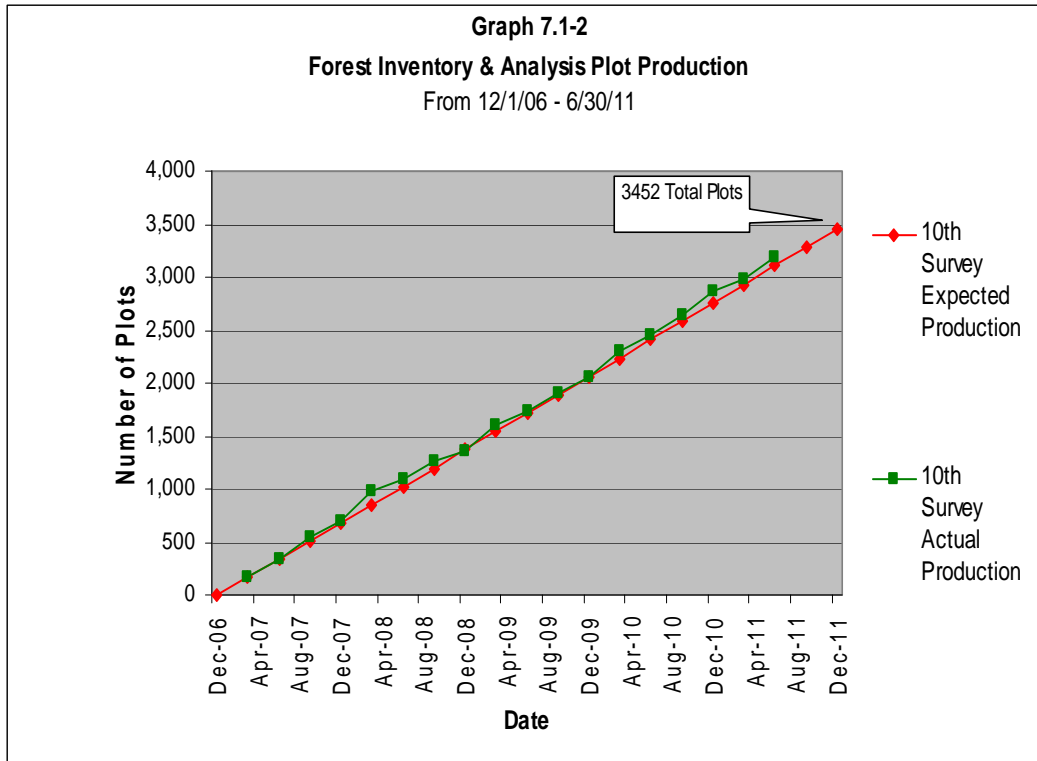

↑ Better

Graph 7.1-1b
Business Assists
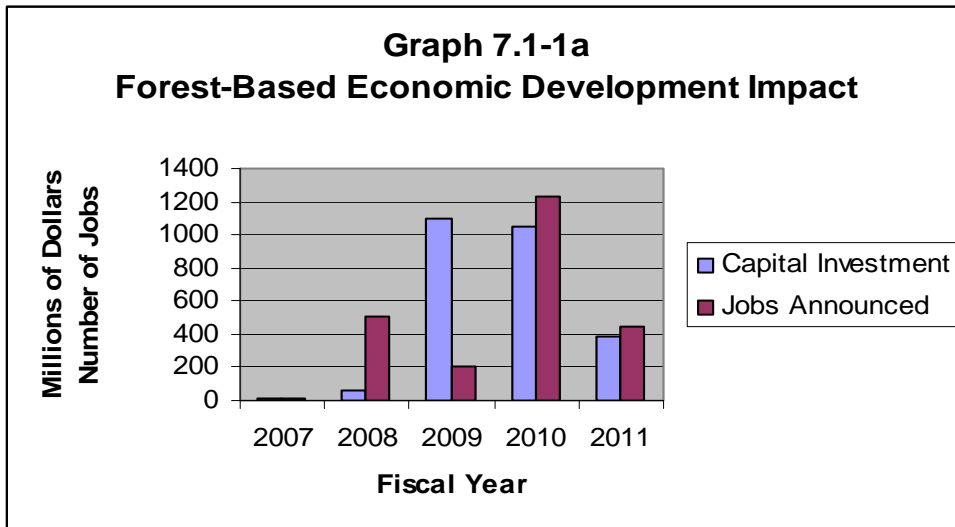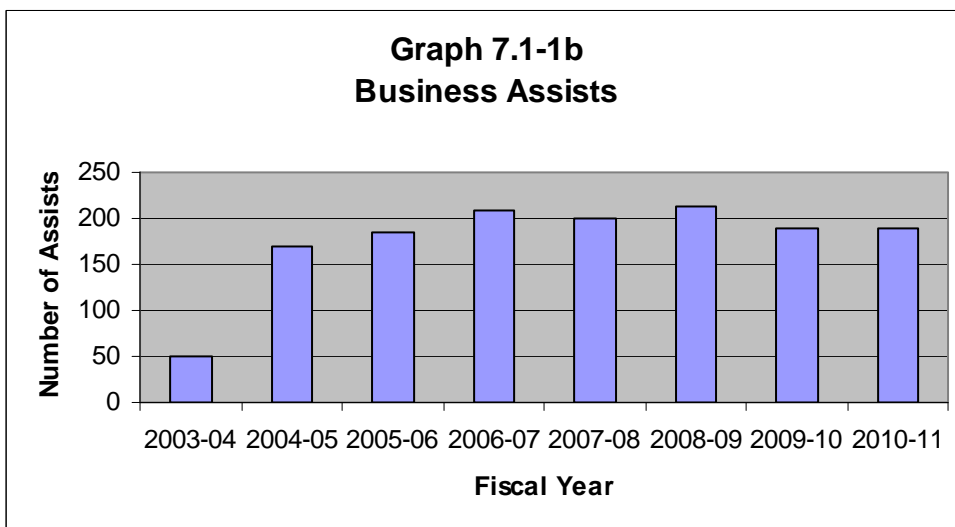
↑ Better

In fiscal year 2011, the SCFC's Forest Inventory and Analysis (FIA) program completed 628 FIA plots. The US Forest Service – Southern Research Station completed 91 plots, consisting of 54 nonforest plots identified in the office and not sent to SCFC field crews, 37 plots that were classified as census water (bodies of water 4.5 acres in size or linear water features ≥ 200 feet in width). The FIA program completed data collection on one Panel (20% of the entire sample plot locations) and has completed 61% of the fifth Panel of data collection. The FIA program completed 2 product utilization studies on active logging operations across the state to develop factors for logging residues, logging damage, and utilization of the unmerchantable portion of harvested trees. These were the remaining product utilization studies to be collected for the Cycle 10 inventory. In addition to the standard FIA plot grid, 50 FIA plots were installed on the John C. Calhoun Experimental Forest and 50 FIA plots were installed on the Santee Experimental Forest.

The South Carolina Forestry Commission FIA program is 92% complete with the 10th inventory of the state through Fiscal Year 2011 under the National FIA plot design. Of the 13 southern states, South Carolina was the first state to complete the 8th inventory (2001) and the 9th inventory (2006). Subsequently, South Carolina was the first state in the Southern Region to initiate the 10th inventory.

The FIA program is currently fully staffed with three two-person crews in strategic locations across the state. If funding and staffing remain constant, expected completion of the 10th inventory is December, 2011. Data for the 9th inventory is available online and the published report, by the US Forest Service

– Southern Research Station, was released in July 2009. Data with annual updates from Cycle 10 data collection are available online.

Graph 7.1-2
Forest Inventory & Analysis Plot Production
From 12/1/06 - 6/30/11

↑ Better

Protect the Resource

Table 7.1-3
SUMMARY AND COMPARISON OF DISPATCH TIMES
FOR FISCAL YEAR 2005 through 2011
Average Minutes

	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11
Dispatching[1]	6.33	4.18	3.56	3.53	3.22	3.13	3.39
Contact Establish[2]	3.83	4.47	4.21	3.95	6.93	3.56	3.49
Rolling[3]	4.22	4.11	4.97	5.40	5.58	6.93	5.41
Enroute[4]	7.10	8.44	9.11	9.04	12.63	10.23	11.89
Travel[5]	22.11	20.09	22.88	22.62	21.66	20.65	22.61
Response[6]	35.19	32.45	35.54	35.23	33.96	34.02	34.35

[1] Time between initial report of wildfire and first attempt to contact initial attack warden.
[2] Time between first attempt to contact warden and when contact was established.
[3] Time between contact established with warden and his enroute time.
[4] Time between first attempt to contact warden and his enroute time.
[5] Time between going enroute and arriving at wildfire.
[6] Time between initial report of wildfire and arrival of initial attack warden.

The chart above shows various benchmarks in the process of responding to a wildfire. With the implementation of the new computer aided dispatch system (CADS) in FY06, the average time from receiving the wildfire call and assigning a firefighter to it (i.e. Dispatching) was reduced by 2.15 minutes. This was further reduced by another 37-63 seconds on average the following five years.

Response time to wildland fires is dependent upon many factors, some of which are beyond our control, such as traffic congestion and budget related staffing levels. We refer to fire response time as the time from when we receive the first report of a wildfire until the time our fire warden with a bulldozer suppression unit arrives on the scene.

Internally, we measure the different segments of response time and strive to improve each segment with a goal of reducing overall response time. Graph 7.1-3 illustrates that our average response time for FY 11 was 34.35 minutes. This was a 20 seconds increase in the statewide average response time in FY 11 compared to FY 10. Staffing reductions have created lengthened response times and in some locations they are lengthier than others creating concern for the communities in these locations. In surveying our southern states, we found SCFC is the benchmark in tracking response times as no other states track response times in the way that we do.

Graph 7.1-3
Average Fire Response Time in Minutes
(Overall Goal: 30 minutes or less at full staffing levels)
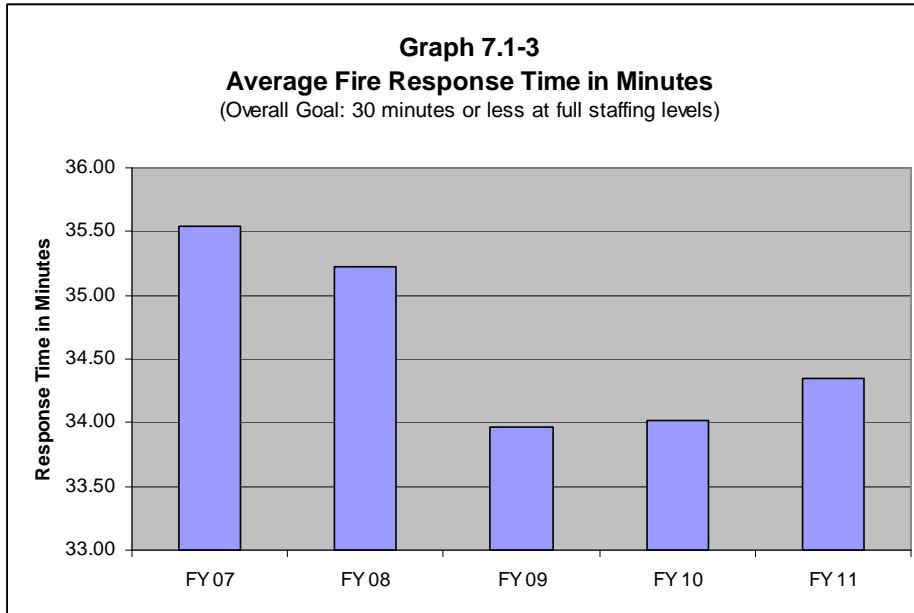
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The SCFC measures and compares the average fire size on state and private lands with twelve other southern states. The 10-year average fire size is 23.54 acres per fire for the thirteen southern states. South Carolina has the second lowest 10-year average fire size with 6.05 acres per fire as shown in Graph 7.1-4 while Texas is off the chart with 230.81 acres.

Graph 7.1-4
10 Year Average Fire Size for Southern States
Calendar Years 2000-2010
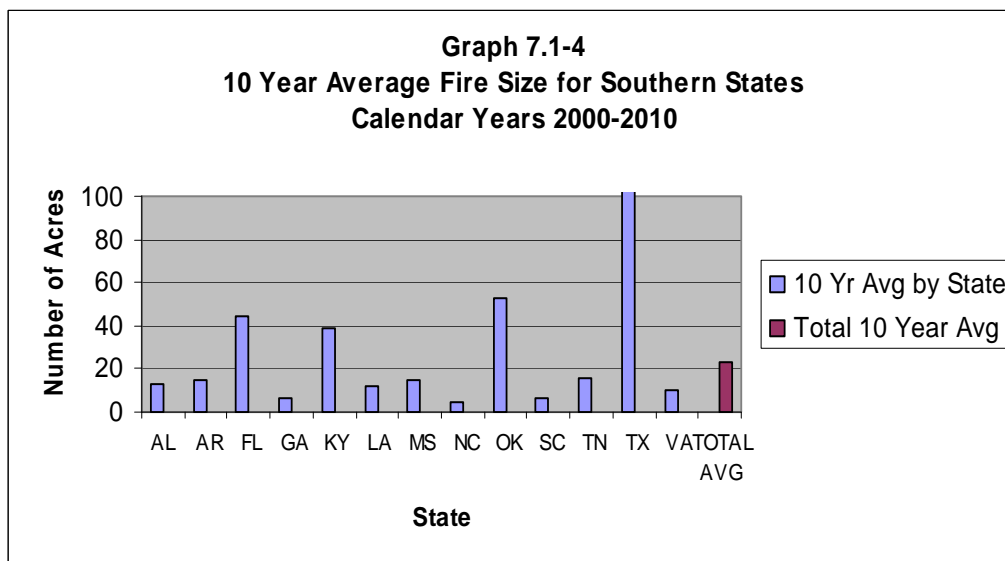
↓ Better

The Law Enforcement Program strives to reduce woods arson and forest product theft and fraud. The program reinforces fire prevention efforts through the enforcement of state fire laws. During FY 11, the agency had 34 commissioned officers, including 2 full-time investigators. The number of timber theft/fraud cases decreased this year. The value comes to a total of $325,533.00. SCFC collected and returned 67% or $218,647.00 of that money to the affected landowners. (Graph 7.1-5) The SCFC's Law Enforcement Program serves as a benchmark for our neighboring states, which currently do not actively investigate timber theft cases.

Graph 7.1-5
Timber Theft and Fraud Cases Settled
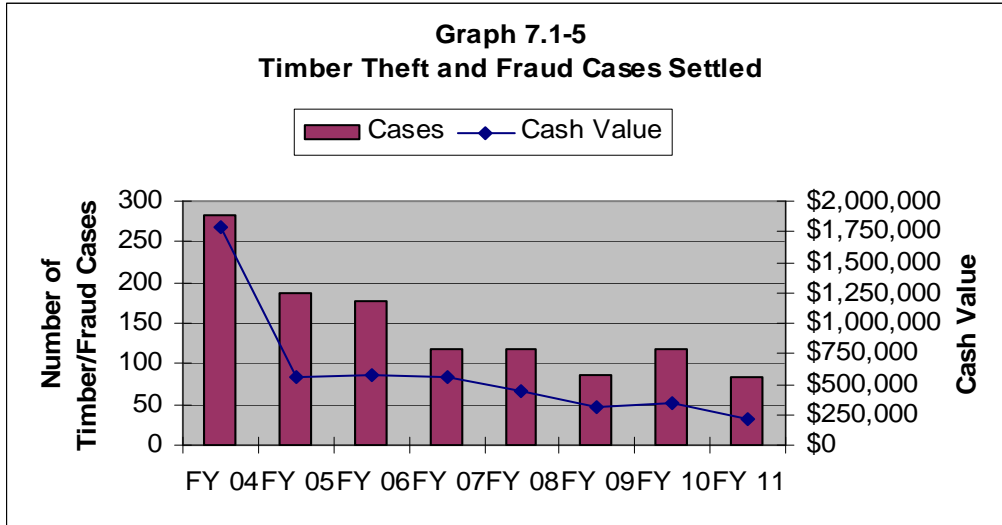
↓ Better

While fire occurrence, extended investigation of wildfires, and prosecutions all increased this year, the occurrence of arson decreased.   (Graph 7.1-6) Woods arson was the likely cause for 18 wildfires. Four individuals responsible for 10 wildfires were prosecuted for woods arson. Arson is historically hard to prove and this figure represents an impressive 55% arrest rate.

Graph 7.1-6
5 Year Fire Occurrence, Extended Investigations, Prosecutions
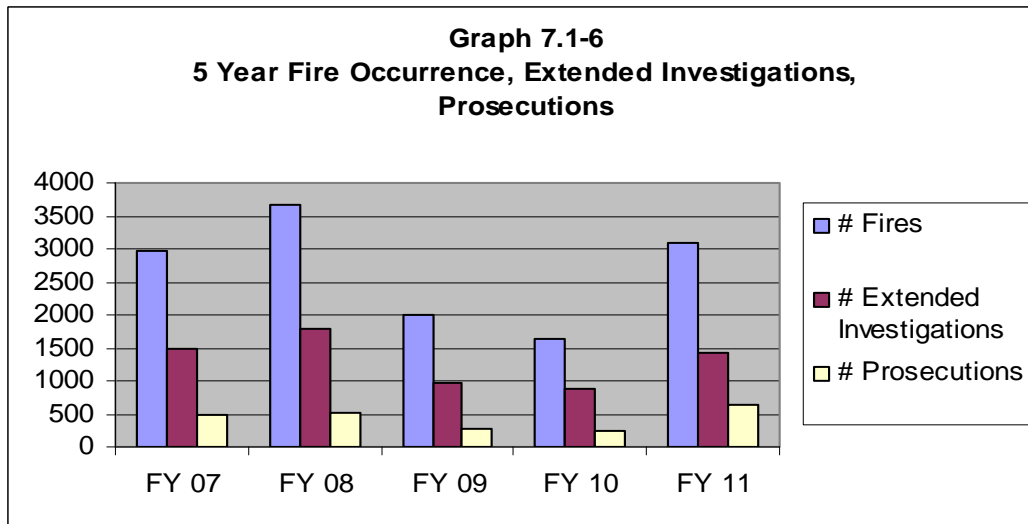
↓ Better

Graph 7.1-7 shows compliance with harvesting Best Management Practices from previous surveys. Compliance for BMPs related to timber harvesting rose to 98.6% for 2009, demonstrating continual improvement since monitoring began in 1990. A review by outside experts resulted in 91.3% agreement on a selection of difficult and borderline sites, verifying the accuracy of SCFC field evaluations. BMP compliance in South Carolina compares favorably with other southeastern states such as North Carolina (82%), Alabama (98.1%), Florida (98.6%), and Georgia (99.4%).

Graph 7.1-7
BMP Harvesting Compliance Trends
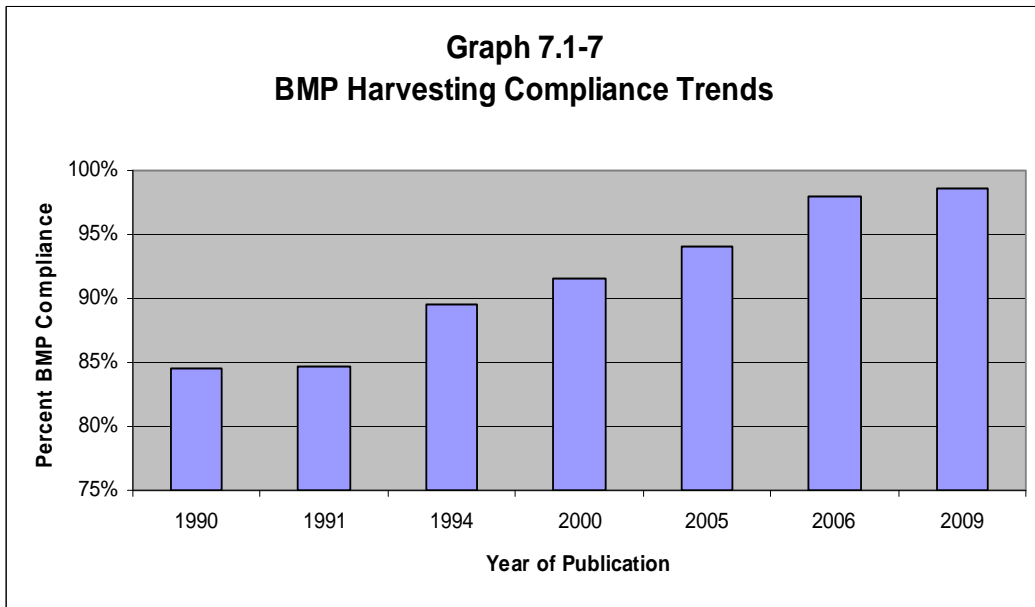
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The Southern Pine Beetle (SPB), endemic to SC, builds to epidemic levels on a 5 to 10 year cycle. The preliminary indicators point to the possibility of an increase in SPB activity in the next 1-3 years. Since 1995, SC has suffered the two worst outbreaks on record, with losses exceeding a half-billion dollars. (Graph 7.1-8) SCFC developed a Southern Pine Beetle Prevention Program to reduce losses on privately owned woodlands. During calendar year 2010, 109 landowners received assistance for SPB prevention or restoration practices on 3,845 acres.

Graph 7.1-8
SPB Losses in SC 1996 - 2010
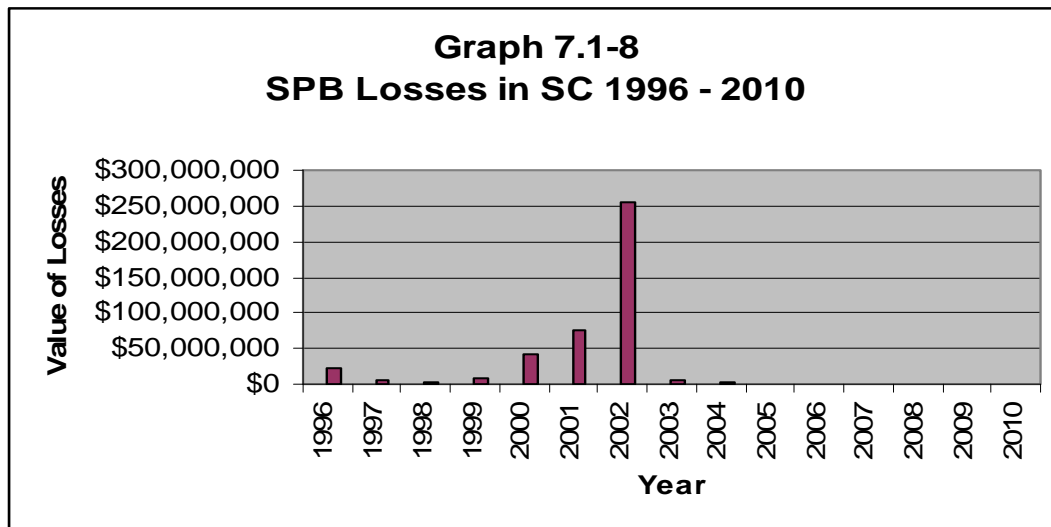
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Raise Awareness about the Resource

The SCFC strives to reach South Carolina's school children through "train the trainer" programs for teachers such as Project Learning Tree (PLT) and the annual SC Teachers Tour. Each of these programs has a multiplier effect. By training educators, we are continuously reaching thousands of students in return. In FY 2011, the SCFC hosted 30 workshops involving 615 participants who in turn, influenced approximately 100,000 students.

The Wood Magic Forest Fair, designed for fourth graders, also equips teachers to explore such topics as sustainable forestry and recycling. All SCFC education programs meet the state's requirements for teacher certification and classroom instruction.

In recent years, interest in and applications for both the Teachers Tour and the Forest Fair have exceeded the number of programs we were able to offer. The primary limiting factor is the growing scarcity of qualified instructors due to SCFC and cooperator staff reductions and budget restraints (Graphs 7.1-9a and 7.1-10). Based on the results of our survey of the SGSF, South Carolina was the only state offering the Wood Magic Forest Fair.

Graph 7.1-9a
School Participation and Demand
For Wood Magic Forest Fair
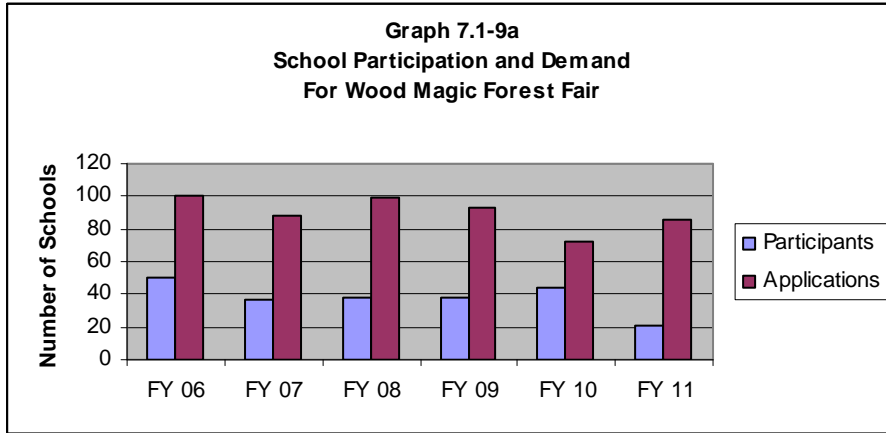
Applications
=
Participants

Graph 7.1-9b
Wood Magic Forest Fair
2010 Test Results
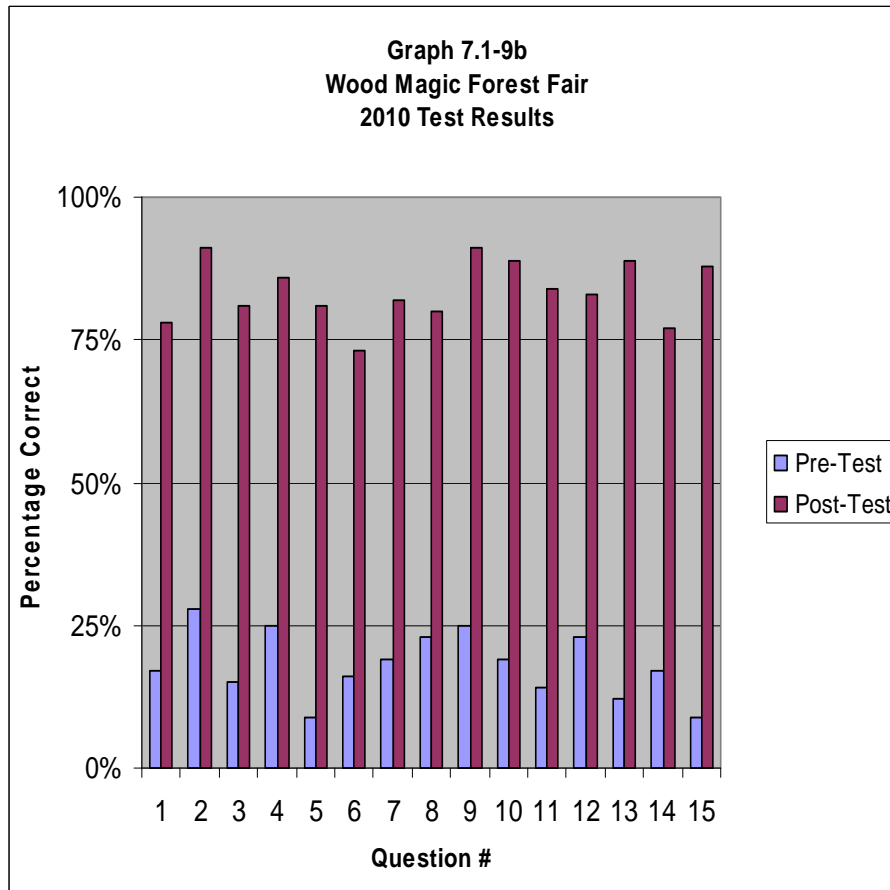
Post > Pre

On average, pre-course test results were 18% and post-course test results were 84%. Student understanding improved by 66%. Students showed improvement in knowledge about forestry in 100% of the categories.

**Graph 7.1-10
Educator Participation and Demand
for SC Teachers Tour**
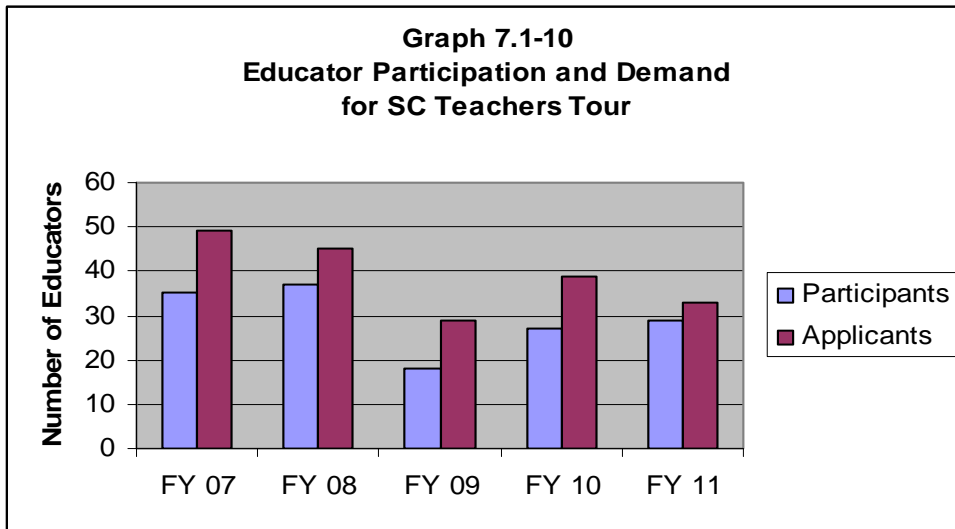
Applicants
=
Participants

Sand Hills State Forest is one component of a recovery population in Chesterfield County for the federally endangered Red Cockaded Woodpecker. In cooperation with SCDNR biologists, habitat for this species on the state forest is managed to improve conditions for nesting and foraging. Management activities include installation of artificial cavities, control of mid-story vegetation and establishment of appropriate tree species and stand density to provide recruitment and foraging habitat. A long range recovery goal of 127 red-cockaded woodpecker clusters has been set for Sand Hills State Forest.

Graph 7.1-11 shows species reproductive trends from 2007-2011. The number of active woodpecker groups on Sand Hills State Forest has increased from 60 groups in 2007 to 72 groups in 2011. The number of offspring produced by these groups increased from 81 to 94 during the same period.

**Graph 7.1-11
Red-Cockaded Woodpecker Reproductive Data
Sand Hills State Forest 2007 -2011**
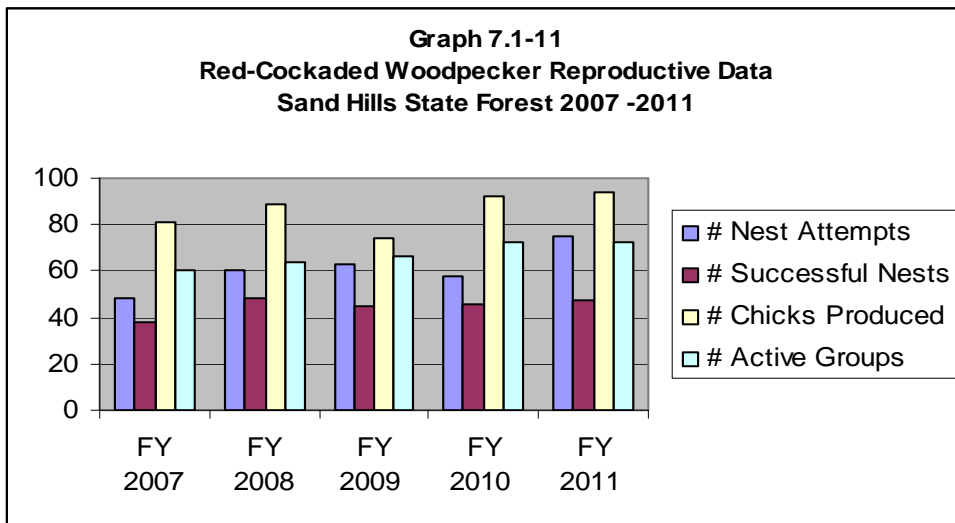
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7.2 What are your performance levels and trends for your key measures on customer satisfaction and dissatisfaction? How do your results compare to those of comparable organizations?

In past years the SCFC has surveyed at least a 10% sample of seedling customers to determine general satisfaction with our seedlings and to target areas for improvement. This year the survey was e-mailed to all customers who supplied us with an e-mail address. Of the 216 surveys e-mailed out, 116 (52%) customers responded. The 2011 survey indicated that 88% of our customers were satisfied with our seedling quality and service. Of the customers who had a problem with their seedling order, 91% of
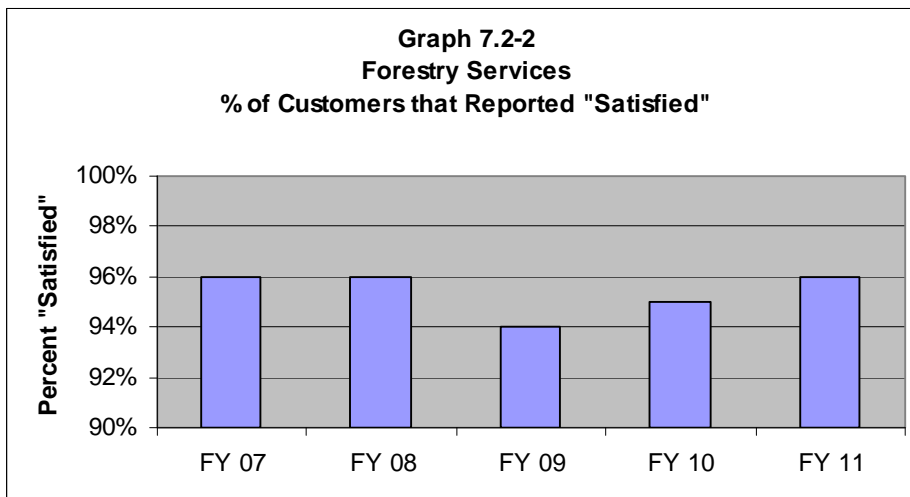
the customers were satisfied with our response. Of the customer comments on returned survey forms, 73% of the comments were complimentary of the nursery program.

Graph 7.2-1
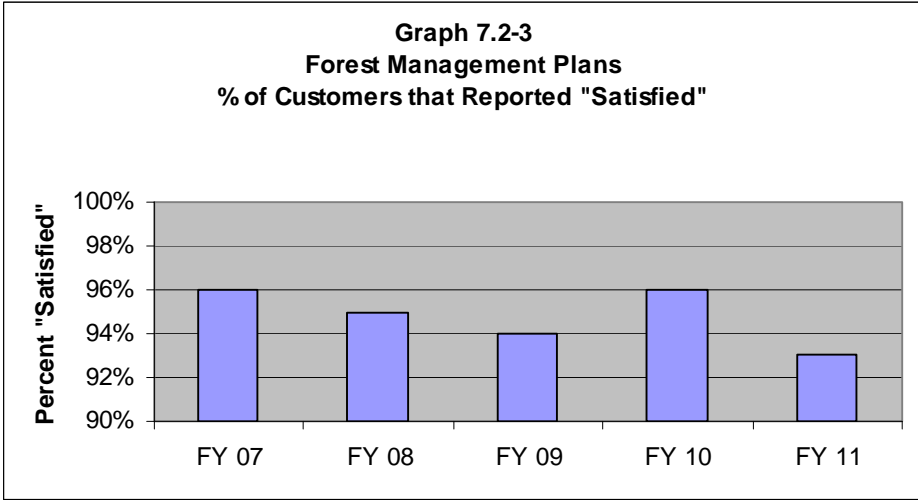**Customer Satisfaction Level for Seedling Products**
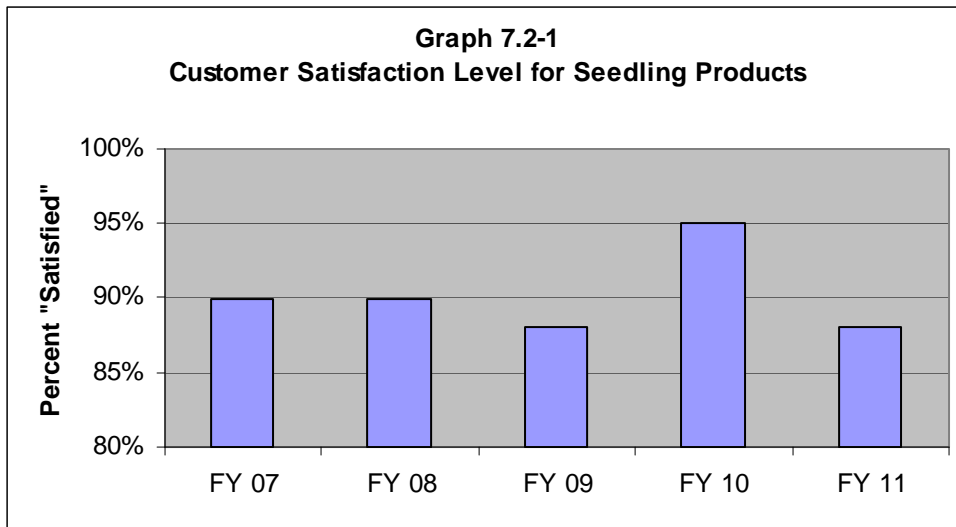
↑ Better

In 1999 we began measuring customer satisfaction levels with our forestry services and our technical forest management assistance. Graphs 7.2-2 and 7.2-3 illustrate overall satisfaction levels for the last 5 fiscal years. Levels appear to be fairly stable; however, there is a minimal decrease in the satisfaction levels for our technical forest management assistance.
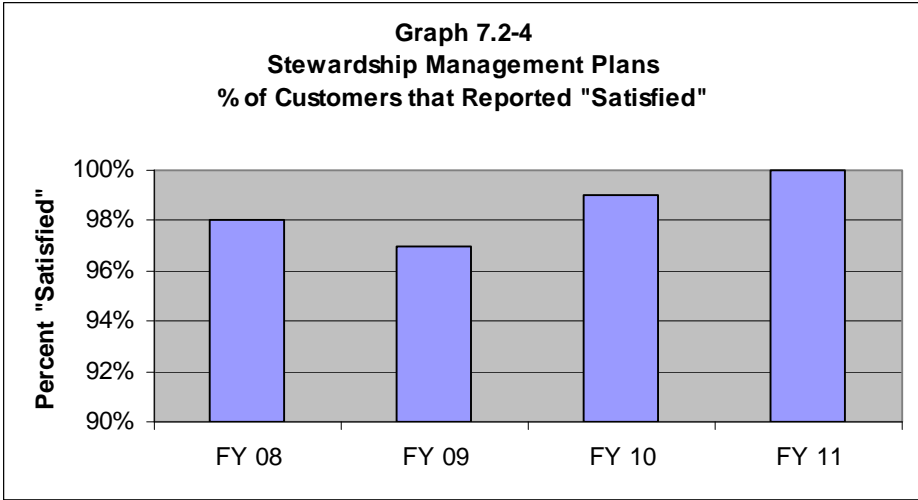
During FY 08, we began measuring customer satisfaction levels with our stewardship management assistance. Graph 7.2-4 reflects a steady increase in satisfaction levels for the past two fiscal years. In fact, for FY 11 our customers are reporting 100% satisfaction. At this time we do not have any specific comparable data in the customer satisfaction area to report; however, we are attempting to coordinate with the Southern Group of State Foresters and the National Association of State Foresters to obtain such. What we have learned is that some states such as Georgia and Oklahoma are measuring customer satisfaction levels while states such as Florida and Kentucky are not.

Graph 7.2-2
**Forestry Services**
% of Customers that Reported "Satisfied"

↑ Better

Graph 7.2-3
Forest Management Plans
% of Customers that Reported "Satisfied"

↑ Better

Graph 7.2-4
Stewardship Management Plans
% of Customers that Reported "Satisfied"

↑ Better

7.3 *What are your performance levels for your key measures on financial performance, including measures of cost containment, as appropriate?*

The SCFC's recurring State Appropriated funds, when adjusted for inflation, have been reduced 49% since FY 01 (Graph 7.3-1). With the majority of state appropriated funds being used for salaries and benefits, the agency has experienced a corresponding reduction in its workforce.

Graph 7.3-1
**Appropriations - State General Funds**
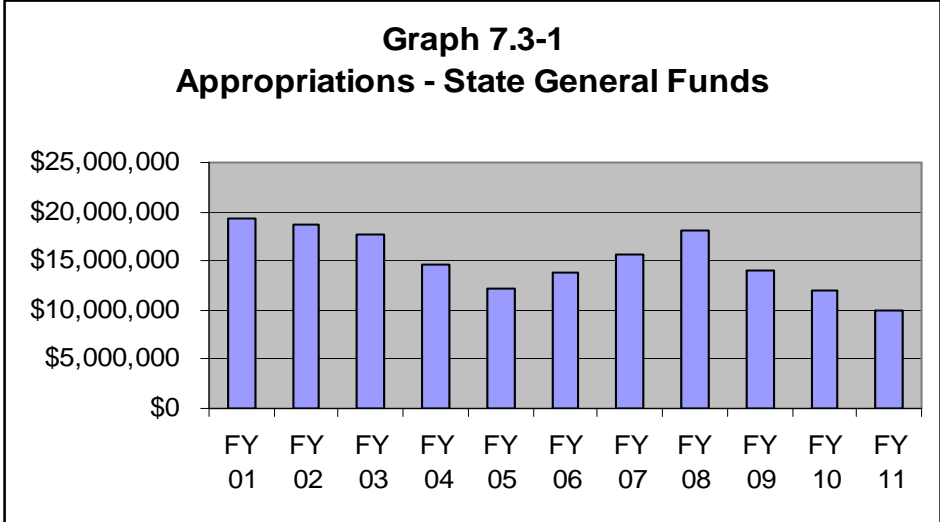
↑ Better

Approximately 40% of regional operating budgets represent fuel costs. Graph 7.3-2 depicts agency fuel costs for the last 4 years. Since FY 2008, SCFC Senior Consultant reviews and analyzes transactions in an effort to identify opportunities for cost-savings. Opportunities have been identified and action steps taken. In FY 11, the Commission received a savings of $457 by expediently processing payments to the fuel vendor as well as refunds and credits by reviewing, identifying, and disputing erroneous charges.

Comparable data for fuel costs for FY 11 was obtained from several southern states: Georgia, Alabama, Mississippi and Kentucky. Of those responding, there was only one state whose cost was lower than South Carolina and that was Kentucky.

Graph 7.3-2
**Agency Fuel Costs**
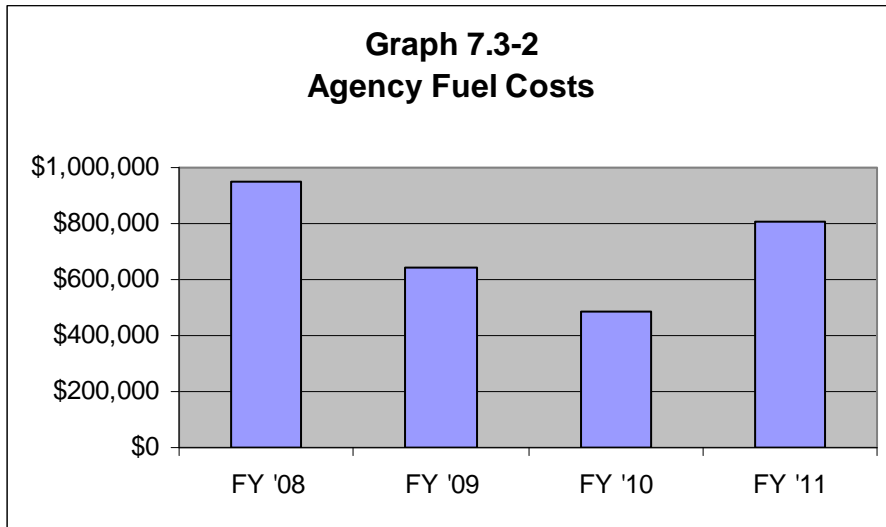
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Operating budgets for protection services now are funded primarily with short-term federal grants and revenue earned from forestry services. Federal grants have been reduced significantly since FY 03 (Graph 7.3-3).

Graph 7.3-3
Federal Grants
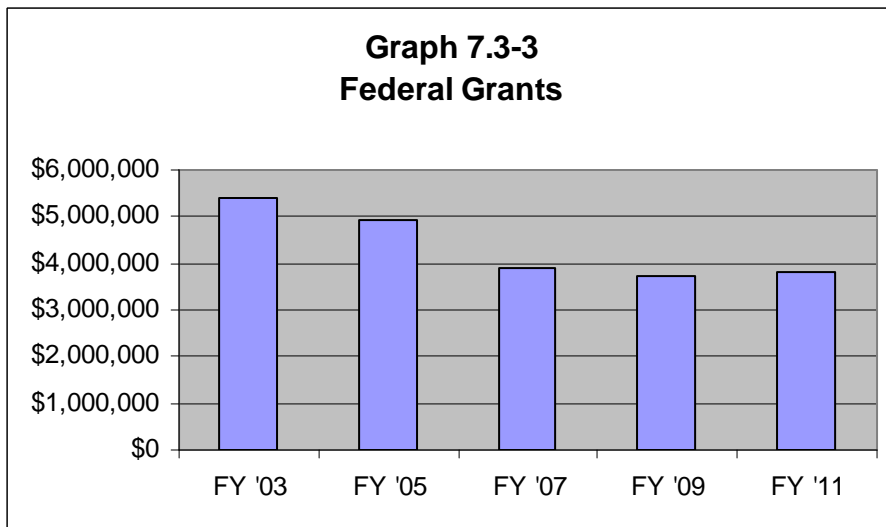
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In 1996 the Legislature appropriated funding for a 15 year replacement cycle for firefighting equipment. While the cost of a firefighting unit has increased, the agency's purchasing power for a unit has declined significantly over the past decade. Graph 7.3-4 is a visualization of the age of our dozers and the quantity further illustrating how we have fallen behind in replacing our equipment due to the increasing costs and budgetary limitations. Year models shown in black indicate the 67 dozers that are beyond our targeted 15 year replacement cycle.
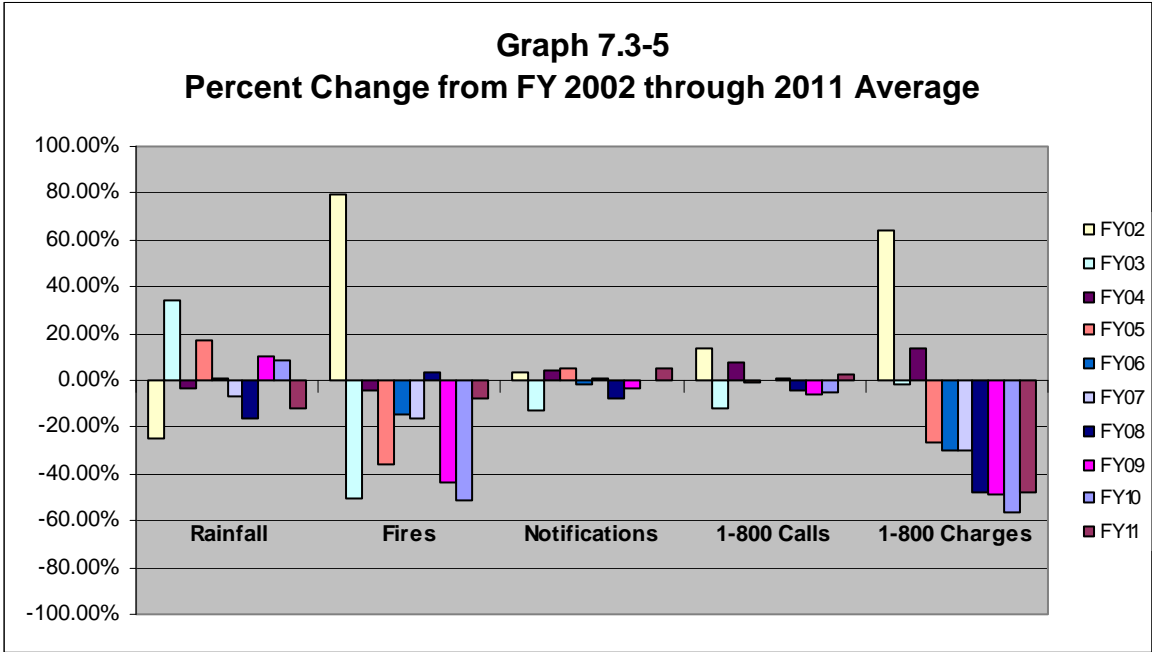
Graph 7.3-4
Number of Dozers by Year Model
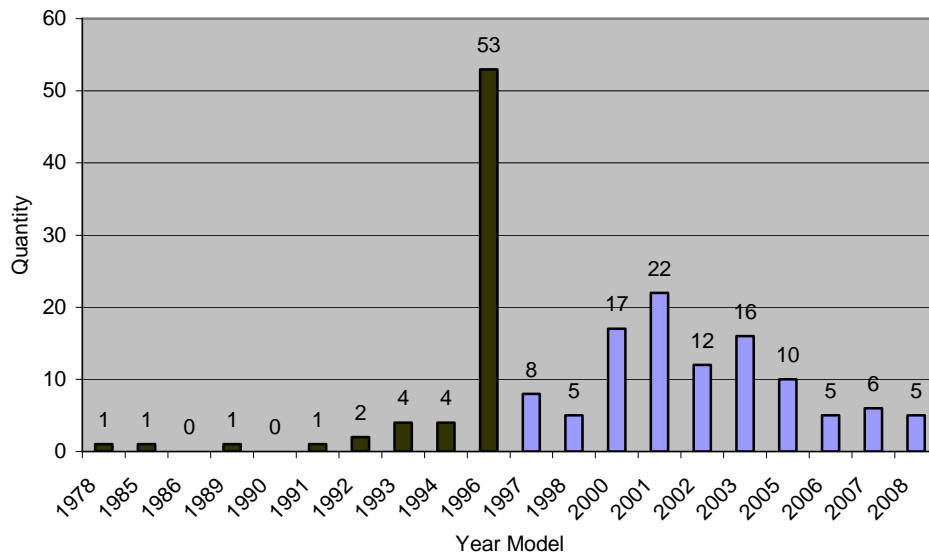
In FY 02, the SCFC began routing all burning notifications, except those for forestry, wildlife and agricultural purposes, to an automated notification system. This greatly improved the efficiency of the SCFC in handling these calls, dispatchers handling other calls, and substantial savings in 1-800 charges. Dispatch managers receive a list each month of 1-800 calls that were 8 minutes or longer to identify opportunities for further cost reduction.

Graph 7.3-5 shows the percent change from the average in the amount of rainfall, number of fires, number of burning notifications, number of 1-800 calls, and charges for those 1-800 calls. A reduction in rainfall normally produces an increase in fires. An increase in notifications normally increases the number of 1-800 calls.

The SCFC was able to achieve a 75% reduction in annual 1-800 charges since implementing changes in FY 02. This reduction can be attributed to routing more outdoor burn notifications to an automated system, a new computer aided dispatch system for handling smoke management notifications, and new state contract rates for 1-800 calls.

Graph 7.3-5
**Percent Change from FY 2002 through 2011 Average**

When the SCFC migrated from local fire towers to regional dispatch centers, toll free numbers were established to encourage the public to comply with state laws requiring them to notify the SCFC when burning outdoors. The SCFC handles over 400,000 burning notification calls per year. Graph 7.3-6 shows the trend of improved efficiency and effectiveness in handling large volumes of incoming 1-800 calls with the cost per 10,000 calls received. In FY 02, the SCFC began routing all burning notifications, except those for forestry, wildlife, and agriculture purposes, to an automated notification system. Monitoring call length and new computer aided dispatch software have improved a dispatcher's efficiency and effectiveness in handling calls as well as decreasing costs each fiscal year.

Graph 7.3-6
1-800 Charges Per 10,000 Calls Received

↓ Better
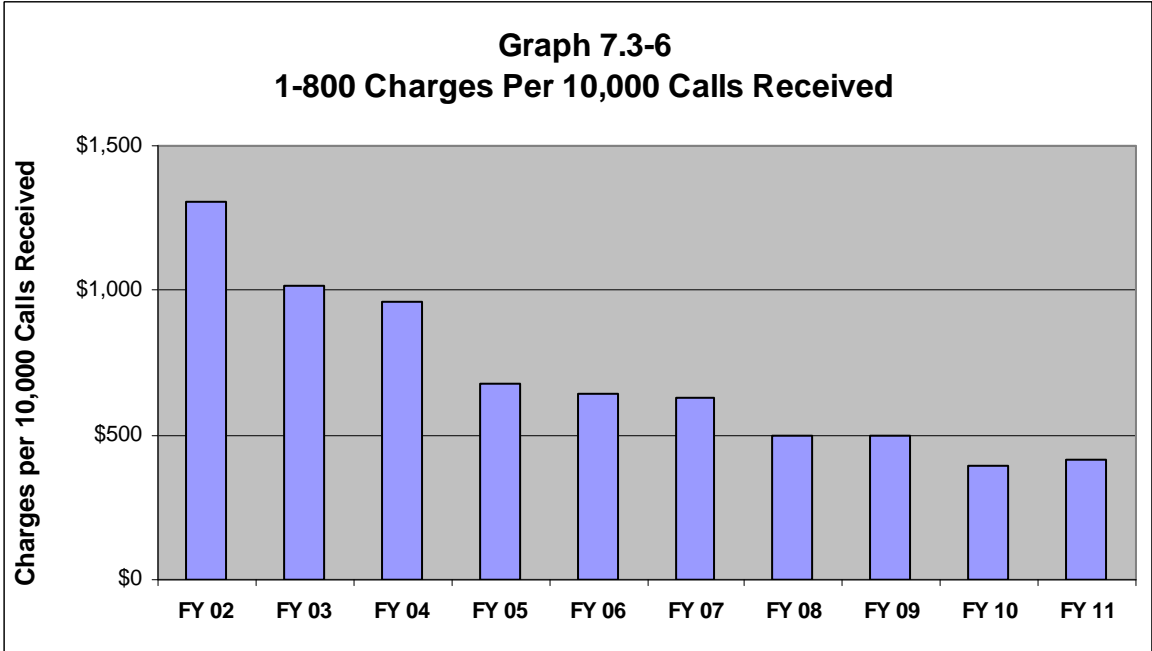
The SCFC is the only state agency that shares revenue produced from state owned lands with the counties where the properties are located. Southern states surveyed and those responding further reveal that the SCFC is a leader in the sharing of revenue, as no other state gives back a percentage as large as

we do. Twenty-five percent of all revenue that the agency receives from use of the land or products sold, such as timber or pine straw, is returned to the county to support local education systems. Receipts from product sales declined in FY 11 due to lower volume of products offered for sale and depressed market prices for timber and pine straw. Based on receipts received during FY 11, just over $ 754,472 was distributed to twelve counties. (Graph 7.3-7)

Graph 7.3-7
State Forests Payment to Counties

↑ Better
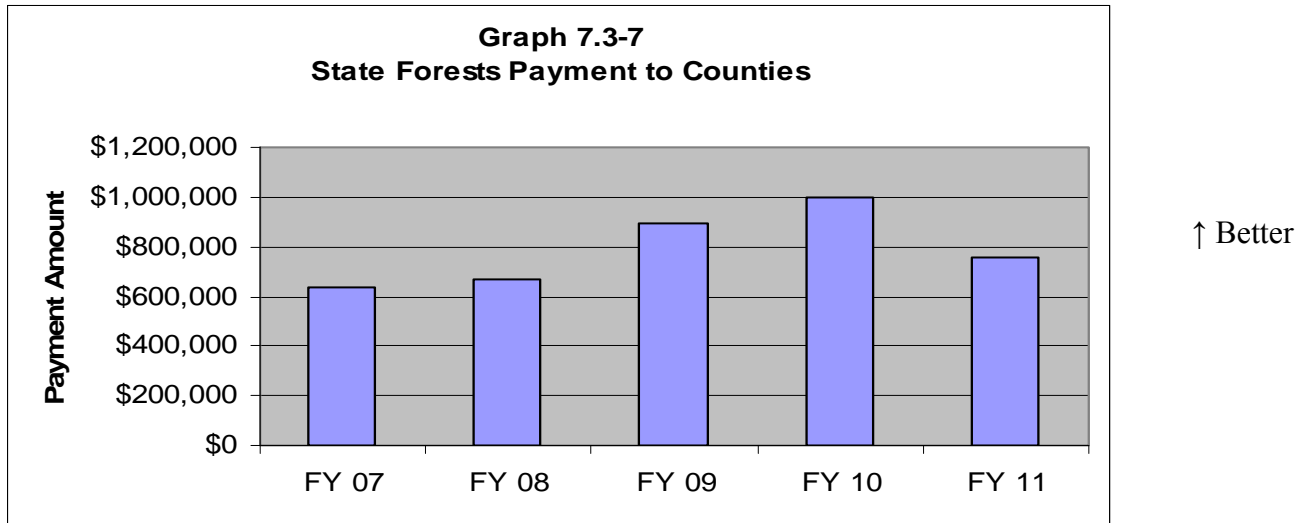
7.4 ***What are your performance levels and trends for your key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?***

Workforce Engagement
- The agency encourages employee participation and input for cost saving ideas. The agency director and deputy director spearheaded several employee meetings seeking input for cost saving ideas. The agency used the meetings as a key communication tool concerning the budget status and the implications for the agency.
- The agency director solicits input and recommendations from employees in Tree Country SC, the agency's news bulletin.
- Exit interview responses favorably indicate employees offer suggestions, relate problems, seek advice or request information from management. The employees also indicate management is responsive.
- Employees are agency representatives on state and regional committees and at local government meetings.

Workforce Satisfaction
- Responses received during employee meetings, exit interview analysis, SWOT analysis indicate employee relationships and working with the public are strong factors. Advancement opportunities and rate of pay are areas employees view as areas for improvement.

Workforce Development
- Established training guides for 64% of positions
- Established career paths for Mechanics, Dispatchers, Foresters
- 14 Certified Public Manager Program graduates
- Executive Institute Program graduates
- Workforce planning analysis assists with agency preparation for a 30% retirement eligible workforce
- 40 employees trained on adopted national standards and procedures for an Incident Management Team, which provides assistance in emergency situations

- Agency Director Organization
- Continuation Education Programs and Courses
- 42 training sessions for employees during FY11

Workforce Retention

- Normally, the turnover rate for the agency is consistently lower than the aggregate turnover rate for state government. After a spike in the FY10 turnover rate due to a retirement incentive plan and the release of the TERI and working retiree employees, the turnover rate for FY11 is a record low. The agency's turnover rate is 4.57%, which is significantly lower than the statewide rate of 12.16% (Graph 7.4-1)

**Graph 7.4-1
Employee Satisfaction - Employee Turnover Rate**
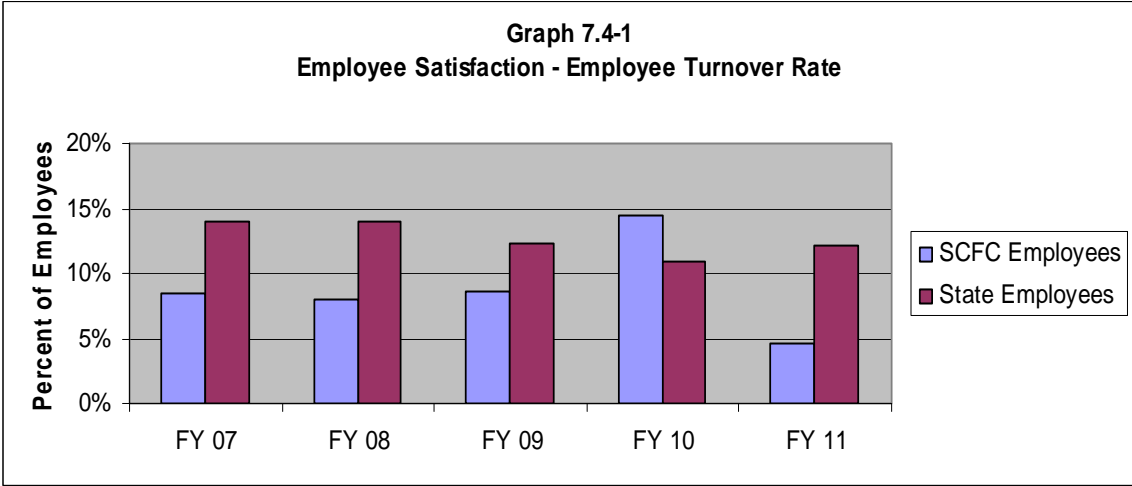
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Workforce Climate

• Workers Compensation --Experience Modification Factor (E-Mod)

The Experience Modification Factor, a merit-rating plan approved by SC State Accident Fund, computes the experience rating based on classification, payroll and loss experience. A reduction in the frequency and severity of on-the-job accidents reflects a reduction in premium. An E-Mod of 1.00 represents the average losses for any given industry.

**Graph 7.4-2
E-Mod Factor**
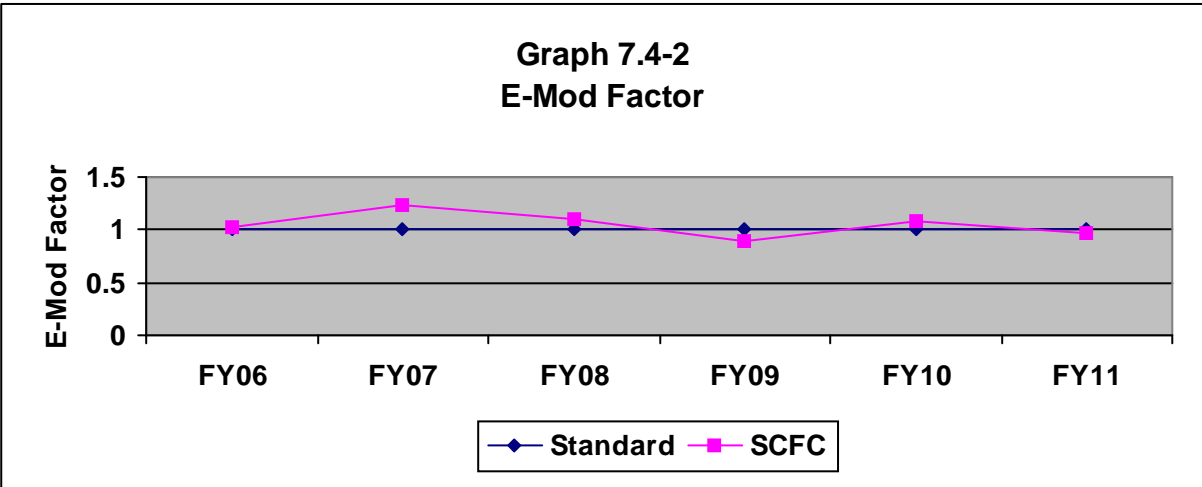
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• Safety and Health

The agency emphasizes safety awareness by placing safety as a regular discussion item on the agendas for all meetings.

Employees participate in Prevention Partners Health Screenings and other Health Fairs.
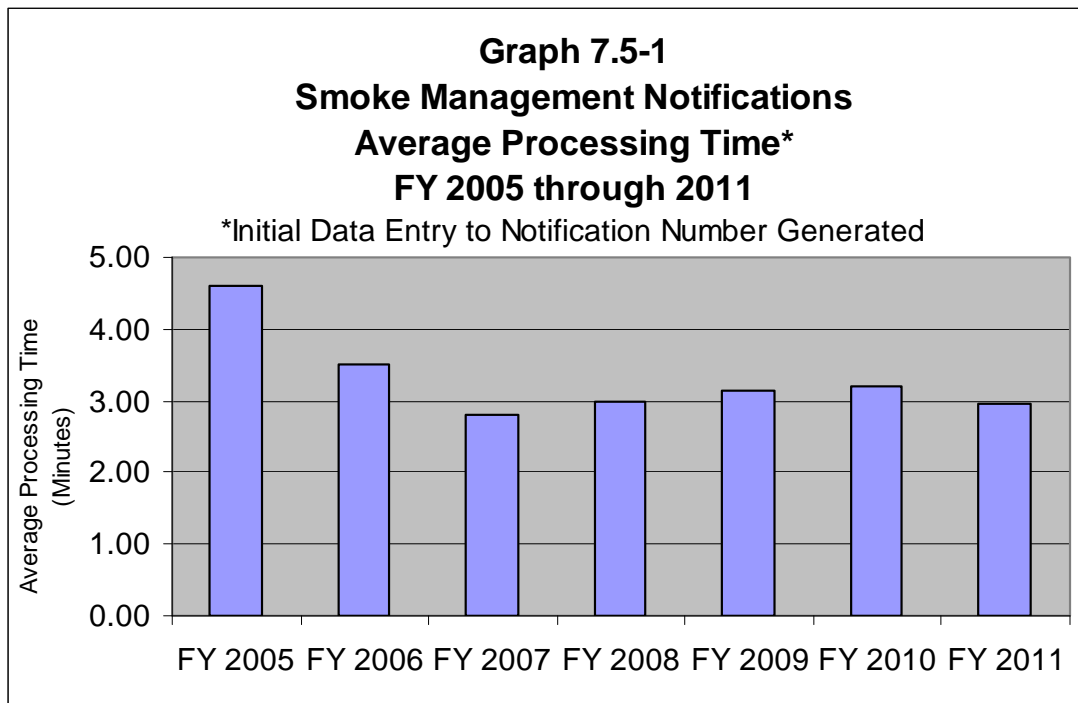
7.5 ***What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance?***

On July 1, 2005, the SCFC implemented a new computer aided dispatch system based on commercial, "off-the-shelf" E911 software. This allowed the SCFC to utilize technology and functions developed for 911 systems and to control costs over custom developed software. A process unique to the SCFC is determining compliance with SCDHEC Smoke Management Guidelines when taking burn notifications for forestry, wildlife or agriculture purposes. A module was added to the E911 dispatching software to automate the process of determining compliance with these Smoke Management Guidelines with the intent to reduce processing time and increase the accuracy in applying these regulations with each notification.

Graph 7.5-1 displays the Average Processing Time (in minutes) for Smoke Management Notifications for FY 05 through FY 11. Processing Time is the length of time between the first inputs to the notification data entry form to when a burn notification number is generated.

The FY 06 data shows a decrease in processing time with the implementation of the new system. By the end of the first year with the new software, processing times decreased by 60 seconds on average compared to FY 05. Continued improvement in processing time was seen in FY07 and leveled out in FY 08 through FY 11 to an average of 3 minutes or a total reduction in processing time of 1.5 minutes on average.

The majority of Smoke Management Notifications are received during a 3-4 hour period in the mornings from December through April and in June. Due to limited staffing, callers have to wait for the next available dispatcher. SCFC is looking into new call processing options now available under State's Voice over IP contract to help reduce or eliminate caller hold time. This should generate additional savings in 1-800 call costs to the agency.

Graph 7.5-1
Smoke Management Notifications
Average Processing Time*
FY 2005 through 2011
*Initial Data Entry to Notification Number Generated

↓ Better

An in-house, 16 year old, "end-of-life" system used to take yard debris burning notifications was replaced with a system hosted by SPIRIT Telecom. This change greatly increased operation reliability

and increased call capacity (from 24 lines to almost unlimited) with no additional equipment costs. Utilizing a hosted system was more cost effective as it eliminates in-house system administration, maintenance, and significant equipment purchase costs.

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

The SCFC is subject to financial and compliance audits, cooperative Forest Management Reviews by USDA Forest Service, Federal Aviation Administration inspections and regulations, SFM inspections, OSHA regulations, and SCDHEC Smoke Management Guidelines and Outdoor Burning Regulations. Federal funds require compliance with Title VI of the 1964 Civil Rights Act. Any opportunities identified for improvement are addressed and acted upon accordingly and as feasible.

ACRONYMS

ACF	Association of Consulting Foresters
ARRA	American Recovery and Reinvestment Act
BCAP	Biomass Crop Assistance Program
BMP	Best Management Practices
CADS	Computer Aided Dispatch System
COOP	Continuity of Operations Plan
CWPP	Community Wildfire Protection Plans
DOQQ	Digital Orthophoto Quarter Quads
EPA	Environmental Protection Agency
EPMS	Employee Performance Management System
FCC	Federal Coordination Center
FEPP	Federal Excess Personal Property
FFP	Firefighter Program
FIA	Forest Inventory and Analysis
FRIS	Forest Resource Information System
FSA	Farm Services Agency
GAAP	Generally Accepted Accounting Principles
GIS	Geographic Information System
GPS	Global Positioning System
ICS	Incident Command System
IMPLAN	Impact Analysis for Planning
IMT	Incident Management Team
IT	Information Technology
JAKES	Juniors Acquiring Knowledge, Ethics and Sportsmanship Program
MPLS	Multiprotocol Label Switching
MW	Megawatt
NAPP	National Aerial Photograph Program
NAIP	National Agricultural Imagery Program
NASF	National Association of State Foresters
NDMS	National Disaster Medical Systems
NIMS	National Incident Management System
N&TI	Nursery and Tree Improvement
NPS	National Park Service
NRCS	National Resource Conservation Service
NWTF	National Wild Turkey Federation
OHR	Office of Human Resources
OSHA	Occupational Safety Health Administration
PLT	Project Learning Tree
PPE	Personal Protective Equipment
RMS	Records Management System
SCDHEC	South Carolina Department of Health and Environmental Control
SCDNR	South Carolina Department of Natural Resources
SCEIS	South Carolina Enterprise Information System
SCEMD	South Carolina Emergency Management Division
SCFA	South Carolina Forestry Association
SCFC	South Carolina Forestry Commission
SC ISAC	South Carolina Information Sharing Analysis Center
SCPRT	South Carolina Parks, Recreation and Tourism
SCWF	South Carolina Wildlife Federation
SDE	State Department of Education
SFFI	Sustaining Family Forest Initiative
SFM	State Fleet Management
SGSF	Southern Group of State Foresters
SLED	State Law Enforcement Division
SPB	Southern Pine Beetle
SWOT	Strengths, Weaknesses, Opportunities and Threats
TBYB	"Think Before You Burn"
TERI	Teacher and Employee Retention Incentive
TNC	The Nature Conservancy
TPO	Timber Product Output
USDA	United States Department of Agriculture
USFS	United States Forest Service
USFWS	United States Fish and Wildlife Service
VFA	Volunteer Fire Assistance
WUI	Wildland Urban Interface