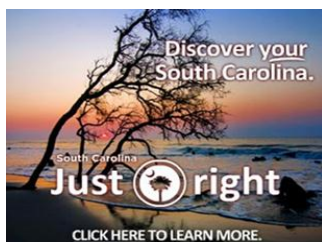
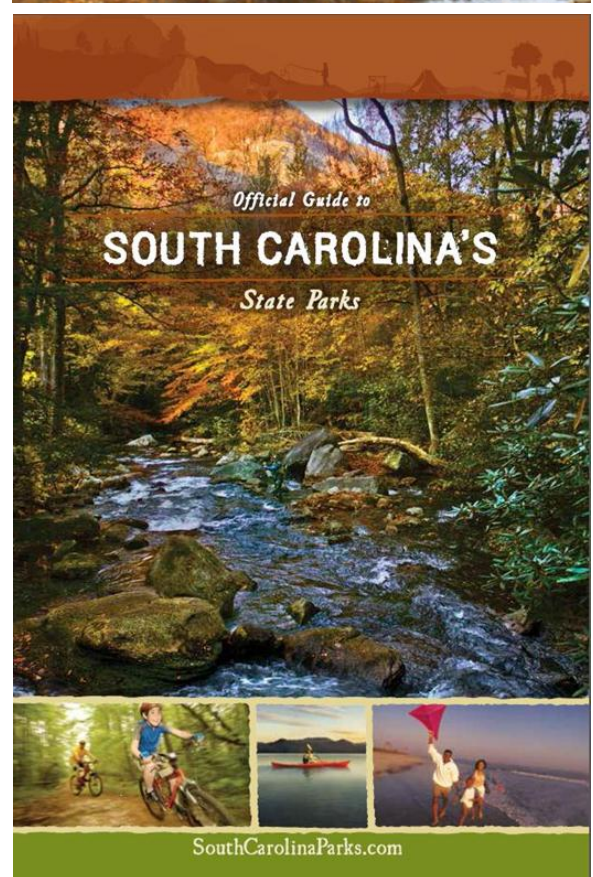
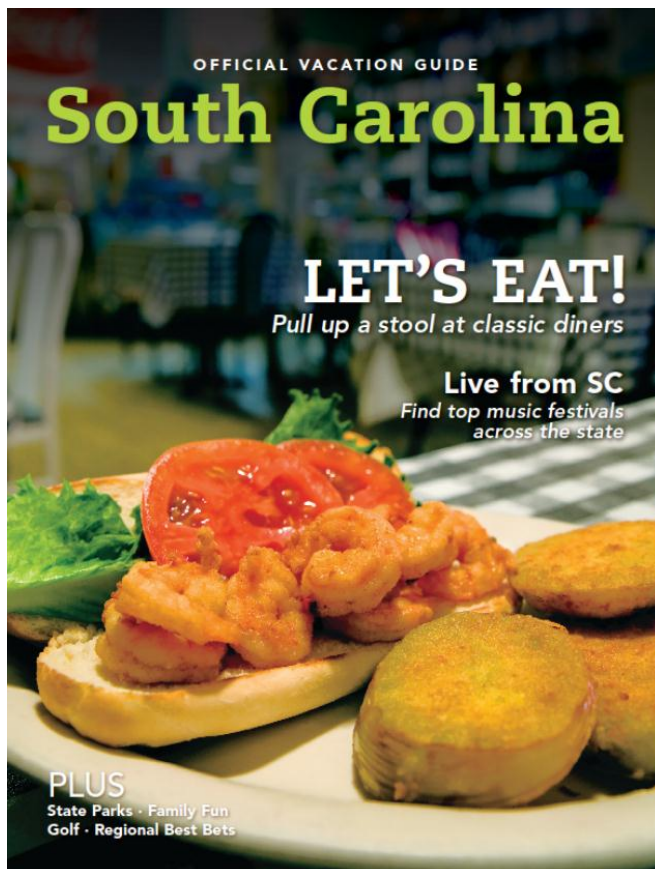


# South Carolina Department of Parks, Recreation & Tourism



## Annual Accountability Report

FY 2012 - 2013

## ***Section I – Executive Summary***

### **Purpose and Mission**

Established by the General Assembly in 1967, the South Carolina Department of Parks, Recreation and Tourism (SCPRT) operates and manages the state's 47 State Parks, markets the state as a preferred travel destination and provides assistance to communities for the development and promotion of parks, recreation and tourism products. The agency's mission is *growing South Carolina's economy by fostering sustainable tourism economic development and effectively marketing our state to increase visitation and improve the quality of life for all South Carolinians.*

### **Values and Vision**

The values of teamwork, customer service, stewardship, innovation, and leadership provide the foundation on which all agency activities and services are built. These values reinforce the goals of SCPRT's vision:

*Grow the state.* (The economy, jobs, the product base, etc.)

*Enhance the authentic experiences.* (Remain true to what makes South Carolina special)

*Sustain the resources.* (Protect and preserve)

*Lead the way.*

### **Major Achievements**

#### ***Tourism Economy***

In 2011, spending on travel or on behalf of tourism in South Carolina totaled \$16.5 billion, a 10.0% increase over 2010. Domestic travel expenditures in South Carolina totaled \$10.6 billion, a 9.1% increase from 2010 (See Figure 7.1.1). Travel and tourism accounted for 9.5 percent of total employment and generated \$1.2 billion in state and local taxes, which is the equivalent of lifting a \$700 tax burden per South Carolina household.

Accommodations tax collections\* for FY 13 totaled \$50.9 million, reflecting no percent change compared to the previous fiscal year.

Admissions tax collections totaled \$34.0 million for FY 13 – a 0.7% decrease over FY 12. The counties with the greatest percent increases for FY 13 were Richland (8.4%), Lexington (5.0%), and Beaufort (3.5%).

Hotel occupancy increased by 3.2% statewide in 2012. The average room rate statewide increased by 3.5% and RevPAR (Revenue per Available Room) increased 6.8%, placing South Carolina in line with the national average (6.8%) and ahead of the South Atlantic region (5.7%). In the first two quarters of calendar year 2013, hotel occupancy increased 1.4% and, with continuing increases in the average room rate, RevPAR increased 4.7% statewide compared to the first six months of 2012 (See Figures 7.1.3 and 7.1.4).

#### ***Tourism Research***

Working with the agency's research vendor, SMARI, SCPRT conducted a study in FY 13 to determine the impact of film on tourism in South Carolina. Three increasingly conservative quantitative research efforts and four focus groups conclude with certainty that television and film productions influence leisure travel. The most recent and most conservative estimate suggests that the selected South Carolina productions may have influenced 1.6 million household visits to South Carolina and approximately \$1.7 billion in travel revenue over the past ten years. The study further concluded that the productions that are most likely to influence travel include TV shows about travel or food, romance/drama movies or TV shows, and sitcoms.

### ***Tourism Marketing***

During FY 13, SCPRT began developing a new marketing strategy, named Undiscovered SC, to target and promote the state's vast rural tourism destinations, attractions and amenities. Undiscovered SC is comprised of destinations – both coastal and inland – that lack the individual resources to create widespread, significant exposure for their respective tourism attractions, events and amenities. The Undiscovered SC campaign is designed to target those destinations that will most directly benefit from awareness generated through SCPRT's marketing program. In addition to spreading the benefits of tourism across the state, the Undiscovered SC campaign can help these destinations and their business communities better realize their full tourism potential. In its initial phase, the Undiscovered SC marketing strategy – which will begin officially running in Fall 2013 – highlights cultural aspects unique to South Carolina, including the state's variety of barbecue and wide inventory of barbecue restaurants, the ample opportunities for outdoor recreation, as well as many of its historic and cultural assets.

In FY 13, cooperative advertising sales for the 2013 Vacation Guide totaled \$397,000, which covered both production and printing costs for the guide. SCPRT has also begun offering advertising opportunities for tourism destinations and businesses at South Carolina's nine Welcome Centers. Advertising sales for the Welcome Center program were \$78,752 in FY 13. Advertising sales for the Discover South Carolina website totaled over \$60,000 during the past fiscal year. Lastly, cooperative advertising sales for FY 13 were \$161,850. These sales provide two direct benefits. They allow SCPRT to offset some of the cost for its paid advertising purchases. In addition, these sales provide South Carolina's tourism destinations the opportunity to secure advertising in mainstream media outlets at a reduced cost, allowing them greater media exposure without incurring significant individual expense.

South Carolina's nine Welcome Centers received over 1.1 million visitors in FY 13, and assisted with nearly 14,000 accommodations reservations and over 3,000 attractions reservations. Accommodations reservations equaled over 19,000 room nights, representing over \$1.7 million worth of direct room revenue for South Carolina lodging properties (based on a \$91 average daily rate).

### ***Tourism & Recreation Grants***

SCPRT awarded PARD grants for 59 projects totaling approximately \$653,094. Ten RTP grants were awarded in FY 13, totaling \$911,922. The Tourism Advertising Grant (TAG), a competitive tourism marketing grant program, awarded 57 requests totaling approximately \$1.5 million (see Figure 7.6.1).

### ***State Park Service***

In FY 13, the State Park Service generated approximately \$22.3 million in revenue, a 5% increase from the previous fiscal year.

During FY 13, major donors for South Carolina State Parks included BMW Manufacturing, the Duke Energy Foundation, 3M, Cox Lumber, Piggly Wiggly, and the C.H. and Anna Lutz Foundation. Through these donations, State Parks has been able to realize a number of substantial improvements for state parks, including a disc golf course at Chester State Park, the production of a State Parks Visitors Guide, and improvements at Paris Mountain State Park.

SCPRT partnered with Cox Lumber and the Boy Scouts of America to build 600 picnic tables for State Parks in 60 days using lumber kits donated by Cox Lumber. In addition to providing new picnic tables for the parks, this project garnered statewide positive media exposure for State Parks.

### ***Film***

During FY 13, SCPRT approved film incentive applications for *Army Wives* Season 7 and a television pilot *Reckless*, which has since been picked up by CBS Studios.

## **Key Strategic Goals**

### *Heads in Beds*

Short Term: Develop and implement a plan to renovate the state's nine Welcome Centers to reflect changes in travel trends and technology, with a prototype underway by July 2014.

Short Term: Redesign Discover South Carolina website and social media outlets by July 2014 to strategically incorporate content and visual elements that reinforce the Undiscovered SC marketing message.

Long Term: Develop and implement an Undiscovered Enhancement grant program to help grow tourism in rural areas of South Carolina.

### *Feet in Fairways*

Short Term: Leverage South Carolina's growing reputation as an international golf destination by enhancing golf advertising presence in South Carolina's prime international markets (Canada, UK & Germany).

Long Term: Partner with the South Carolina golf/tourism industry to increase consumer awareness and use of the state's golf product.

### *People in Parks*

Short Term: Pursue completion of capital projects that will serve as difference makers for State Parks' revenue generation and alleviate some priority deferred maintenance needs, including addressing the physical impact of heavy rains during the spring and summer of 2013.

Long Term: Create an effective and achievable plan for the State Park Service to become 100% operationally self-sufficient by the end of CY 2014.

## **Key Strategic Challenges**

In order to distinguish more clearly between operating and non-operating costs for State Parks, SCPRT had requested the transfer of approximately \$1 million from an existing State Parks budget line to a new program that would solely fund these non-operating projects. These non-operating costs may or may not qualify as capital improvements under the State's criteria. When this new program was removed from the agency's budget, State Parks effectively received a \$1 million budget reduction. While the proviso allowing a transfer of surplus funds from the film wage and supplier rebate program for capital projects has provided some financial relief, this requires State Parks to rely on unguaranteed funding each year for its capital costs. Given the number of public facilities and amount of infrastructure throughout the 47 State Parks, State Parks must continue to receive funding for capital projects through proviso in order for this funding model to remain sustainable. Should funds become unavailable in subsequent years, this could ultimately produce a negative impact on not only capital improvement projects, but State Parks operations as well.

## **Accountability Report & Organizational Performance**

SCPRT's Accountability Report is prepared by both senior leaders and key support staff from across the agency. Each department at SCPRT provides updates on process management and progress toward key operational goals. Measures used for the "Results" section of this report are obtained primarily through the agency Dashboard of Performance Measures, which tracks outcomes of agency programs, services and other relevant activities.



## *Section II – Organizational Profile*

### **1. Main Products, Services and Primary Methods of Delivery**

#### **State Parks**

- Manages and protects more than 80,000 acres of South Carolina’s natural and cultural resources found in the state’s 47 state parks
- Maintains over 1,500 facilities and attractions for public recreational use
- Provides assistance and information to park visitors
- Conducts educational programming designed to complement and reinforce classroom learning

#### **Tourism Sales & Marketing**

- Creates and promotes a positive statewide image of South Carolina through multi-media advertising, tourism websites, a visitor’s guide, and domestic and international marketing
- Develops and implements an annual comprehensive marketing plan that promotes the state’s cultural, natural, and man-made resources for the purpose of attracting visitors to the state
- Develops marketing materials for and promotes the state’s 47 State Parks
- Provides financial and marketing assistance to eligible non-profit tourism marketing entities through the Tourism Advertising Grant (TAG), a matching grant program
- Works with industry partners to leverage tourism investments through cooperative advertising programs
- Operates the state’s nine Welcome Centers, which provide free travel services to visitors to South Carolina, including reservation assistance, routing assistance, trip planning, and translation services

#### **Public Relations & Information**

- Supports and complements marketing campaigns by generating free publicity through news media exposure
- Proactive media relations, including press releases, press trips, and media pitches
- Responds to media inquiries, information research, and requests for photography
- Manages the annual South Carolina Governor’s Conference on Tourism & Travel

#### **Tourism & Recreation Development**

- Administers three federal and state grant programs that provide funding for the acquisition and development of parks and recreation facilities

#### **Research**

- Conducts and coordinates tourism marketing research to inform and guide tourism marketing efforts
- Analyzes economic data and performs economic impact analyses relevant to the tourism business community

#### **Film Commission**

- Attracts new film and television projects to South Carolina by promoting the state’s film incentive program
- Provides assistance with site location, equipment, crew, and other logistics for existing production projects
- Awards Production Fund Grants for student film projects
- Conducts workshops to provide training for the state’s film industry

### **2. Key Customer Groups**

- Residents of South Carolina
- Out-of-state visitors
- State Park visitors
- South Carolina’s tourism industry
- South Carolina’s film industry

### 3. Key Stakeholder Groups

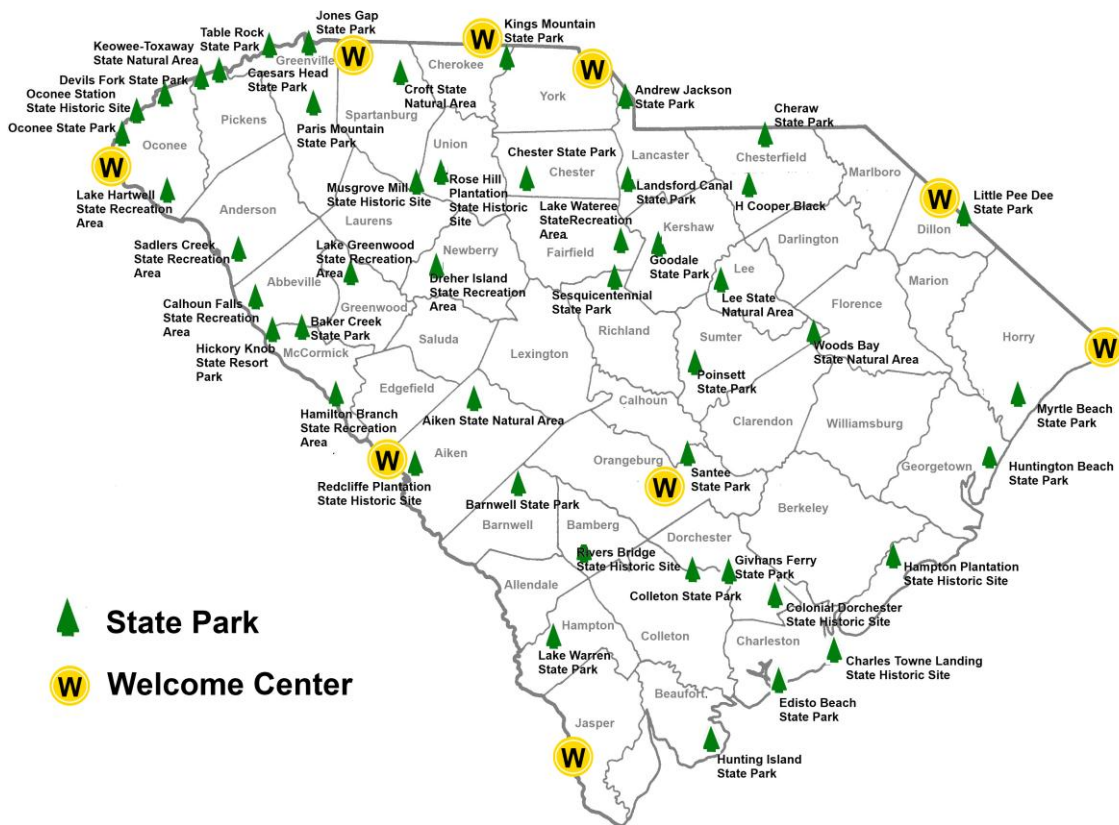
- South Carolina’s tourism industry
- Conservation Groups, including Upstate Forever, Palmetto Conservation Foundation, the Conservation Fund, Naturaland Trust, the Nature Conservancy, and various State Park “Friends” groups
- Local, regional, and statewide organizations and local communities that receive technical, financial, and professional assistance from SCPRT
- South Carolina’s film industry

#### 4. Key Suppliers and Partners

- Marketing – BFG Communications, Madden Media, Carolina Software, Eastern Business Forms, Outrider, USA800, Zmail Direct, South Carolina Association of Tourism Regions, local convention and visitors bureaus and chambers of commerce
- Research – SMARI, Smith Travel Research, US Travel Association, TNS, FW Dodge, Statistics Canada
- Public Relations –Public relations staff from tourism offices and businesses across the state
- State Parks – ReserveAmerica, Park Friends Groups, businesses that provide financial, material and service contributions for park projects and programs (See Category 7.3)

## 5. Operating Locations

- Central Office – 1205 Pendleton Street, Columbia, SC 29201
- 47 State Parks – (See Map)
- 9 Welcome Centers – (See Map)



## **6. Number of Employees**

- 356 FTEs
- An average of 225 temporary or seasonal employees, the majority of which are supplemental staff for State Parks or Welcome Centers

## **7. Regulatory Environment**

In order to provide a safe environment for public use at its facilities and parks, the agency maintains services and facility standards that meet the appropriate health, safety and disaster preparedness requirements.

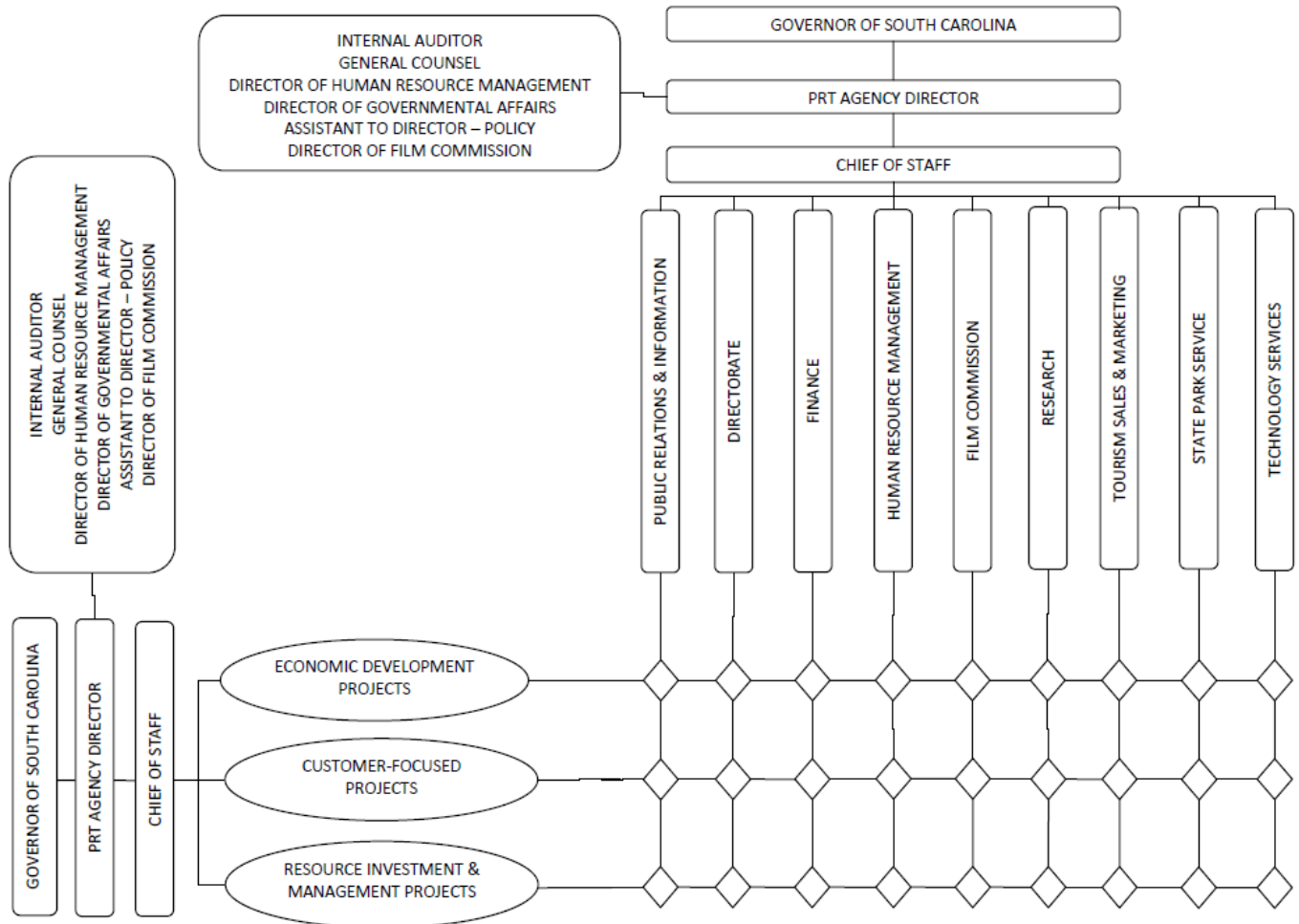
## **8. Performance Improvement Systems**

- The Dashboard of Performance Measures allows SCPRT staff to continuously collect and share data and results and is used by senior leaders to determine program and service effectiveness.
- Marketing and economic research allows SCPRT to adjust its marketing efforts to address changes in economic conditions and align with current market trends.
- Feedback obtained from partners in cooperative advertising programs and grant applicants is used to ensure SCPRT's programs and services satisfy the needs of the state's tourism industry.
- The Human Resource office continues to provide training for both central office and field service staff to develop professional and technical skills that increase agency knowledge and efficiency and use of best practice techniques.

## **9. Organizational Structure**

SCPRT has adopted a matrix-style organization structure that creates greater collaboration across the agency in order to promote greater efficiency, program effectiveness, and accountability for agency services and programs.

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



**Matrix Organization Chart**



Major Program Areas						
Program Number and Title	Major Program Area Purpose (Brief)	FY 11-12 Budget Expenditures		FY 12-13 Budget Expenditures		Key Cross References for Financial Results*
50250900 Advertising	PRT develops and implements an annual, multi-faceted marketing plan that promotes the state's cultural, natural, and man-made tourism resources for the purpose of attracting visitors to the state.	State: 7,368,770.00 Federal: 0.00 Other: 113,246.00 Total: 7,482,016.00 % of Total Budget: 11%		State: 7,491,903.00 Federal: 0.00 Other: 2,310,285.00 Total: 9,802,188.00 % of Total Budget: 13%		7.1.1; 7.1.2; 7.1.3; 7.1.4; 7.1.5; 7.1.6; 7.3.1;
50650000 State Park Service	The Park Service manages and protects more than 80,000 acres of South Carolina's natural and cultural resources, which 47 operational parks and eight historic properties.	State: 4,131,031.00 Federal: 12,318.39 Other: 19,262,673.59 Total: 23,406,022.98 % of Total Budget: 34%		State: 2,725,148.00 Federal: 60,022.00 Other: 20,975,588.30 Total: 23,760,758.30 % of Total Budget: 32%		7.1.8; 7.1.9; 7.1.10; 7.1.11; 7.2.2; 7.3.3; 7.3.4; 7.3.5; 7.3.6; 7.5.1; 7.6.3;
95050000 Employer Contributions	This program houses all the fringe benefits associated with all program positions. These benefits include retirement, health and dental insurance, workers compensation and unemployment compensation benefits	State: 2,039,465.00 Federal: 68,233.59 Other: 3,078,497.73 Total: 5,186,196.32 % of Total Budget: 8%		State: 2,331,957.00 Federal: 19,181.00 Other: 3,030,031.00 Total: 5,381,169.00 % of Total Budget: 7%		
01050000 Administrative Services	The Administration Area includes Finance and Technology Services.	State: 717,136.00 Federal: 0.00 Other: 890,992.00 Total: 1,608,128.00 % of Total Budget: 2%		State: 1,914,012.00 Federal: 0.00 Other: 239,286.00 Total: 2,153,298.00 % of Total Budget: 3%		Category 7.3
506200000 Tourism & Recreation Development	Tourism & Recreation Development programs assesses statewide needs, issues and public opinion on recreational topic. They also administer the PARD, LWCF & RTP	State: 255,672.00 Federal: 1,839,792.04 Other: 474,007.00 Total: 2,569,471.04 % of Total Budget: 4%		State: 170,406.00 Federal: 1,140,482.00 Other: 1,191,609.00 Total: 2,502,497.00 % of Total Budget: 3%		7.6.2
0101000 Executive Offices	The Executive Offices includes the Directors Office, Human Resources and Internal Audits	State: 704,627.00 Federal: 0.00 Other: 581.00 Total: 705,208.00 % of Total Budget: 1%		State: 704,990.00 Federal: 0.00 Other: 0.00 Total: 704,990.00 % of Total Budget: 1%		Category 7.4
50250500 Regional Promotions	South Carolina Association of Tourism Regions. These are pass through funds.	State: 1,375,000.00 Federal: 0.00 Other: 100,000.00 Total: 1,475,000.00 % of Total Budget: 2%		State: 1,925,000.00 Federal: 0.00 Other: 0.00 Total: 1,925,000.00 % of Total Budget: 3%		
50850000 SC Film Commission	This programs purpose is to attract and facilitate new and expanding quality destination tourism developments in the state: and develop grassroots initiatives that use natural, cultural, and historic resources to provide economic development.	State: 0.00 Federal: 0.00 Other: 7,212,928.00 Total: 7,212,928.00 % of Total Budget: 11%		State: 0.00 Federal: 0.00 Other: 8,867,424.00 Total: 8,867,424.00 % of Total Budget: 12%		Category 7.1; 7.6.4
50600400 Litter Control	Palmetto Pride's goal is to eradicate litter and beautify the state of SC through awareness, education, pickup and enforcement to improve the quality of life, increase tourism and increase economic growth	State: 0.00 Federal: 0.00 Other: 2,997,898.00 Total: 2,997,898.00 % of Total Budget: 4%		State: 0.00 Federal: 0.00 Other: 2,814,614.00 Total: 2,814,614.00 % of Total Budget: 4%		
50250100 Tourism Sales & Marketing	This service area is responsible for implementing agency policy and programs related to the development of South Carolina's domestic and international tourism marketing, sales and grant programs. Group tour operators and leaders can find details about attractions, accommodations and restaurants, plus contact information for South Carolina's tourism regions.	State: 0.00 Federal: 0.00 Other: 1,697,520.00 Total: 1,697,520.00 % of Total Budget: 2%		State: 1,822,813.00 Federal: 0.00 Other: 115,127.00 Total: 1,937,940.00 % of Total Budget: 3%		7.1.7; 7.6.1
98130000	Destination Specific Marketing Grant Program	State: 0.00 Federal: 0.00 Other: 9,112,836.00 Total: 9,112,836.00 % of Total Budget: 13%		State: 8,000,000.00 Federal: 0.00 Other: 4,000,000.00 Total: 12,000,000.00 % of Total Budget: 16%		
<b>Below: List any programs not included above and show the remainder of expenditures by source of funds.</b>						
Recurring Programs areas not included in the chart are 50700000 Communications/PRI; 50800000 Research; SCNHC. All others are other funded capital projects and several smaller pass through line items..						

	<b>Remainder of Expenditures:</b>	State: 0.00 Federal: 1,005,216.00 Other: 3,477,086.00 Total: 4,482,302.00 % of Total Budget: 7%		State: 353,114.00 Federal: 487,359.00 Other: 2,943,878.00 Total: 3,784,351.00 % of Total Budget: 5%	
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\* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

**Accountability Report Appropriations/Expenditures Chart**

**Base Budget Expenditures and Appropriations**

	FY 11-12 Actual Expenditures		FY 12-13 Actual Expenditures		FY 13-14 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 15,142,297	\$ 4,969,865	\$ 15,570,741	\$ 6,350,592	\$ 17,529,508	\$ 6,905,021
Other Operating	\$ 13,693,116	\$ 838,601	\$ 13,672,903	\$ 1,339,891	\$ 13,332,309	\$ 1,417,565
Special Items	\$ 16,729,792	\$ 8,743,770	\$ 21,780,187	\$ 17,416,903	\$ 27,644,793	\$ 25,719,793
Permanent Improvements	\$ 1,421,366		\$ 582,506			
Case Services				\$ -		
Distributions to Subdivisions	\$ 9,502,047		\$ 11,291,357	\$ -	\$ 14,235,397	
Fringe Benefits	\$ 5,186,197	\$ 2,039,466	\$ 5,381,168	\$ 2,331,957	\$ 6,278,837	\$ 2,866,492
Non-recurring	\$ 6,260,714	\$ -	\$ 5,070,935			
<b>Total</b>	<b>\$ 67,935,529</b>	<b>\$ 16,591,702</b>	<b>\$ 73,349,798</b>	<b>\$ 27,439,343</b>	<b>\$ 79,020,844</b>	<b>\$ 36,908,871</b>
<b>Other Expenditures</b>						
		<b>Sources of Funds</b>	<b>FY 11-12 Actual Expenditures</b>	<b>FY 12-13 Actual Expenditures</b>		
		Supplemental Bills	\$ -	\$ 3,085		
		Capital Reserve Funds	\$ -			
		Bonds	\$ -	\$ 3,085		

## *Section III – Elements of Malcolm Baldrige Award Criteria*

### **Category 1 – Senior Leadership, Governance, and Social Responsibility**

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

a) Senior leaders use data and information collected and provided by staff members and key stakeholders to determine and develop agency direction and priorities. These goals are then deployed through strategic planning processes for marketing, parks, support services and other programs and operations. During monthly group leader meetings, senior leaders report progress made toward these goals and exchange ideas for overcoming strategic challenges.

b) Performance expectations are set during the operational planning stages for key services, support functions, and programs and are deployed through the annual strategic planning process and group leader meetings. These expectations are included as key objectives in the Employee Performance Management System (EPMS). Senior leaders meet regularly with program directors to communicate updates on progress made toward these expectations.

c) In order to maintain an adaptable and flexible environment critical to intra-agency collaboration, SCPRT focuses on the values of teamwork, stewardship, customer service, leadership, and innovation. These values are deployed through agency plans, and interactions between supervisors and employees.

d) The agency has incorporated the values of accountability and ethical behavior into all agency planning processes, performance measures and the Employee Performance Management System (EPMS). These values are introduced during new employee orientation and reinforced through regular group leader and all-staff meetings. Supervision of planning processes ensures that all agency activities fall within the guidelines of agency policies.

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

Senior leaders from all of SCPRT's major program areas meet frequently with key stakeholders to determine satisfaction with current performance level trends and identify changing needs among their respective stakeholders. For example, the State Park Service works closely with various Friends groups and nature conservancies to identify potential recreation enhancements and emerging natural conservation projects. For larger customer base groups, SCPRT programs utilize data collected through focus groups and surveys to gauge consumer interest and behavior. Both stakeholder and customer feedback play an integral part in strategic and operational planning.

#### *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?*

Decisions on resource allocation for all SCPRT programs are based on the best use of dollars for public impact and associated risks. For example, the statewide tourism marketing strategy is based on research coordinated and conducted by SCPRT in order to effectively reach existing and potential markets and maximize the economic benefits to the state. All facilities operated by SCPRT undergo an annual assessment by engineers in the State Park Service to ensure public safety and address potential hazards. Cost/risk analyses for aging facilities and impact assessments for construction projects and sites are also conducted to ensure public and environmental safety.

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

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

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

Senior leaders use the data collected in the agency Dashboard of Performance Measures to guide the strategic planning process and develop operational plans. This data includes such information as state park usage and visitation, agency website visitation and usage, and economic measures of the state's tourism industry (See Category 4.3 for a complete list of Performance Measures).

***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?***

By reviewing data collected for the Dashboard, senior leaders determine the effectiveness of strategic and operational plans by comparing performance results to performance expectations. Employee feedback that is received through the agency Intranet site is also used by senior leaders to determine management effectiveness. Operational and strategic plans developed by senior leaders are designed to encourage employee behavior that supports agency values.

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

Several years ago, senior leaders mapped out upcoming retirements and worked to develop career paths, succession planning, and leadership development processes to position highly-talented employees and new hires to fill position vacancies that occur due to retirement. SCPRT's staff is encouraged to participate in agency programs that enhance their understanding of the agency's goals and develop knowledge, skills and values vital to the agency's success, such as Career Paths (See Categories 5.1 and 5.11).

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

Once strategic and operational plans have been set, senior leaders frequently receive updates from staff on progress made toward reaching agency goals and challenges in meeting these goals. This interaction allows senior leaders the flexibility to modify plans based on input from staff members and address new challenges as they occur.

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

By working closely with staff to develop and operate the agency's various programs and services as defined in the strategic and operational plans, senior leaders are able to effectively provide pertinent information to agency employees. Agency-operated training and programs allow employees to further develop skills that are relevant to the agency's goals and values. Employees are also encouraged to participate in programs, such as the South Carolina Certified Public Manager Program, to further develop professional skills.

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

Senior leaders regularly communicate with staff members during departmental staff meetings, in which senior leaders and staff exchange information and ideas for meeting performance expectations and achieving strategic goals. Agency all-staff meetings are broadcast over the agency's Intranet site to ensure open lines of communication between central office staff and field personnel.

*1.11. How do senior leaders actively support and strengthen the communities in which it 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 and staff provide technical and funding support to communities through the Tourism Advertising Grant (TAG), and recreation grant programs. The agency also provides online research reports and economic data beneficial to tourism-related businesses and local communities. The agency actively engages communities through local chambers of commerce and other professional organizations that engage in tourism, recreation and park activities. For example, two State Park staff members currently serve on Regional Tourism Boards and the agency Chief of Staff serves on the Saluda Shoals Foundation Board of Directors. The State Park's educational programs are designed to reinforce classroom learning by providing hands-on lessons in history and science. Areas of emphasis are determined during the agency planning process and based on interaction with communities and organizations at local, regional and state levels.

## **Category 2 – Strategic Planning**

*2.1.( a-g) What is your Strategic Planning process, including key participants, and how does it address the organization's strengths, weaknesses, opportunities and threats; financial, regulatory, societal and other potential risks; shifts in technology, regulatory, societal and other potential risks, and customer preferences; workforce capabilities and needs; organizational continuity in emergencies; and the agency's ability to execute the strategic plan.*

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

- Annual Statewide Marketing Plan
- State Park Service Planning process
- South Carolina Outdoor Recreation Plan (SCORP)
- Visitor Services Operational Plan
- Annual Engineering & Construction Plan
- Crisis Communication Plan

During the strategic planning process, group leaders and SCPRT staff compile and analyze information and data from a variety of sources, including the Dashboard of Performance Measures, customer/stakeholder input, employee feedback and current state, national and global trends. This information is used by group leaders to identify areas of success and improvement opportunities for SCPRT's programs and services. The use of comparative data frames SCPRT's programs in a broader context, allowing group leaders to identify prospective areas for growth and prepare for potential obstacles to success.

By using data and information collected from a variety of outlets and sources, SCPRT is able to formulate strategic plans that align with both internal priorities and external realities. The perpetual nature of the planning process also allows the agency to modify and adapt plans to changing organizational, economic, environmental and social conditions as they occur.

The annual State Park Service planning process assesses societal and environmental risks as a regular course of business in delivering services. Protecting and preserving the state's unique natural and cultural assets ensures the continuity of these resources for future generations of visitors and South Carolina residents.

The agency continues to utilize the Annual Governor's Conference on Tourism & Travel as a means of cross-communication with tourism industry partners. SCPRT also incorporates feedback from stakeholders



who participate in cooperative advertising programs and grant program applicants to ensure satisfaction of customers and stakeholders. The State Park Service and Welcome Center programs utilize both internal and external feedback to shape their respective plans and keep them current with changing customer needs.

Workforce capabilities are ascertained through the Employee Performance Management System (EPMS). Each year, group leaders meet with their respective staff to review and update individual personnel performance in fulfilling responsibilities and completing assigned tasks. This system also allows group leaders to update performance criteria to match changes in strategic and operational plans.

A comprehensive Crisis Communications Plan guides the agency's activities in the event of major environmental crises, such as hurricanes or earthquakes. This plan is designed to safeguard the public during such events and assist tourism-related businesses with restoring normal business operations once the event has passed. Staff members from throughout the agency are assigned specific duties to ensure the continuation of agency functions during these events.

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

The South Carolina State Park Service continues to strive toward greater financial self-sufficiency. Currently, South Carolina State Parks ranks 2<sup>nd</sup> among the Southeastern States and 9<sup>th</sup> nationally in regard to self-sufficiency. Continued progress has been made toward this goal through cost-containment measures, and applying identified best practices throughout the park system. More recently, State Parks has adopted a market-driven focus in terms of pricing and utilizes a yield management strategy for reservation management and pricing. In addition, State Parks has also renewed its focus on capital projects that will either ensure continued successful operations of State Parks or provide additional revenue generation.

## *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?*

Annual Statewide Marketing Plan – This plan directs the majority of the programs and services in the tourism program and is developed and implemented by staff from across the agency. Guided by marketing research, stakeholder input, and tourism trends, this plan outlines priorities for advertising direction, media placement, and brand development. This plan also creates cooperative advertising opportunities for tourism industry partners, which allows for greater statewide collaboration and generates revenue for re-investment into future marketing efforts.

State Park Service Strategic Plan – This plan is developed based on performance measurements, customer feedback, and environmental and facility assessments. This plan sets priorities and goals for all park-related activity, including customer service and general park operations, restoration and improvement projects, and environmental protection measures, and is integrated and implemented through general management plans for each park that are developed by senior leadership and park staff. Results are then tracked through performance measures and customer input.

South Carolina Outdoor Recreational Plan (SCORP) – This five year plan serves as a guide for various federal, state, and local governmental agencies, as well as private organizations involved in recreation and natural resource planning and development. The purpose of this plan is to address outdoor recreation issues relevant to both visitors and South Carolina residents, examine the state's recreational resources, analyze demand for recreational products, and serve as the planning document for the disbursement of the state's share of the federal Land and Water Conservation Fund (LWCF). The Recreation Participation Preference Survey of South Carolina Residents that is conducted every five years provides input for this recreational plan. The SCORP also guides distribution of grant funds, such as the Parks and Recreation Development Fund (PARD).

Visitor Services Operational Plan – Developed by a team comprised of Welcome Center staff, this plan provides a roadmap for the day-to-day operations of the state’s nine Welcome Centers.

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

The agency continues to utilize the Internet to inform stakeholders, partners and the workforce of its strategic goals, plans and action. The agency website, [www.scpert.com](http://www.scpert.com), provides access to research conducted and coordinated by SCPRT staff, useful economic information, and information on SCPRT grants and programs. The agency also issues regular bulletins of information and an e-newsletter that details the agency’s activities. In addition to this, each program area at SCPRT communicates directly with key groups through workshops, meetings, public hearings and conferences, which allow the agency to receive continuous feedback from customers, partners and stakeholders.

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

A Dashboard of Performance Measures is used to track progress toward key strategic goals and performance expectations. Senior leaders and staff from various areas within the agency collect, analyze, and record outcomes and results relevant to their respective programs and services (See Category 4.3).

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

Senior leaders regularly review data collected from the Dashboard and feedback provided by customers, partners and stakeholders to determine program and operational effectiveness. This information allows leaders to identify which areas of strategic planning require modification in order to achieve desired outcomes.

***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.***

SCPRT posts copies of the annual Statewide Marketing Plan and the South Carolina Outdoor Recreation Plan on the agency website:

- <http://www.scpert.com/our-partners/advertising/marketingplan.aspx>
- <http://www.scpert.com/facts-figures/outdoorrecreationplan.aspx>

<b>Stewardship of Financial Resources</b>			
Program No. & Title	Strategic Goal	Key Agency Strategies / Initiatives	Key Cross References for Performance Measures
50650000 State Park Service	Goal 2	Effectively operate State Parks with standard business management practices.	Figures 7.1.8; 7.1.9; 7.1.10; 7.1.11; 7.2.2; 7.3.3; 7.3.4; 7.5.1; 7.6.3
01050000 Administration	Goal 2	Identify and support new revenue (fundraising) and partnership opportunities.	Category 7.3
50250900 Advertising 506200000 Tourism & Recreation Development	Goal 1	Provide technical assistance to communities and coordinate a variety of grants that are available to organizations that will expand the state's tourism and recreational products.	Category 7.6
<b>Stewardship of Human Resources</b>			
01010000 Executive Offices 01050000 Administration	Goal 2	Use of project management to maximize human resources.	Category 7.4
<b>Stewardship of Cultural and Natural Resources</b>			
50650000 State Park Service	Goal 2	Identify, conserve and perpetuate its populations of endangered, threatened and rare species through an integrated program of public education and management actions aimed at protecting individual species and enhancing critical habitats. Implement an ongoing program to reliably inventory and monitor its populations of wildlife.	Category 7.2
<b>Economic Development</b>			
50650000 State Park Service	Goal 1 & 2	Develop a reinvestment plan for the State Park Service.	Figure 7.3.3; 7.3.4; 7.3.5; 7.5.1
<b>Marketing</b>			
50250100 Tourism Sales & Marketing 50800000 Research	Goal 1	Implement integrated, multi-channel sales and marketing strategies to attract new and repeat consumers from targeted domestic and international markets to spend more and stay longer in SC.	Figures 7.1.1; 7.1.2; 7.1.3; 7.1.4; 7.1.5; 7.1.6; 7.1.7; 7.3.1
50250900 Advertising 50650000 State Park Service	Goal 1 & 2	Marketing State Parks to increase awareness, visitation and top line revenue. Define parks which have "potential and capacity" and market accordingly.	Figures 7.1.8; 7.1.9; 7.1.10; 7.1.11; 7.3.3; 7.3.4

## Category 3 – Customer Focus

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

SCPRT interacts with a diverse set of customer/stakeholder groups, including South Carolina residents, park visitors, out-of-state visitors, tourism industry partners, tourism-related businesses and developers, local communities and organizations, and film production companies.

Tourism marketing research identifies domestic tourist customer segments based on factors such as trip behavior, media usage, demographic information, and previous visitor inquiries. Research is also conducted and coordinated by SCPRT staff to determine consumer awareness and perception of South Carolina as a tourist destination. This information helps guide the development and implementation of the annual Tourism Marketing Plan.

The network of nine state Welcome Centers interact directly with visitors, providing free travel services, including reservation assistance, routing assistance, trip-planning assistance, and the pro-active distribution of a broad range of South Carolina travel-related literature.

The State Park Service uses a variety of methods to determine the effectiveness of State Park programs and services, including feedback email on the State Park website, visitor information provided by the Central Reservation System, as well as additional customer surveys for specific State Park programs.

Recreation Grant Administrators in the Finance Office work with both local communities and developers to provide technical assistance and information to facilitate the completion of tourism and recreation projects. In addition, the staff works closely with developing areas to establish priorities for the development of tourism and recreation products.

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

Information on visitation trends, visitor perceptions and expectations is gathered through research and marketing processes. The methodologies used in these processes are kept current by consulting with vendors, observing the marketplace, reading trade publications and participating in industry forums. Current research methodologies include survey delivery via email and on websites, on-line focus groups, and analysis of website log files to discover website behavior patterns. SCPRT conducts consumer surveys each year to measure recall of SCPRT advertising, familiarity with South Carolina and impressions of South Carolina and the relationship between those factors and travel to SC. Data from these studies is used to improve or refine the marketing plan from year to year. In addition, SCPRT has begun utilizing social media outlets, primarily Facebook and Twitter, to track consumer interests, and create a forum for visitor questions and concerns about the state or state parks.

The State Park Service examines information collected through the Central Reservation System (CRS) and optional consumer surveys administered through its website to optimize the listening and learning methods available through these systems.

### *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?*

There are three primary means through which customers may access information or contact agency personnel: website, email and telephone. General information about the agency, its programs and services is available through the tourism, state parks, film, and agency websites.

The primary functions of the tourism website ([www.DiscoverSouthCarolina.com](http://www.DiscoverSouthCarolina.com)) are promoting travel to South Carolina and providing assistance to visitors when making travel plans to the state.

The State Park website ([www.SouthCarolinaParks.com](http://www.SouthCarolinaParks.com)) allows customers to make reservations for park lodging, campground sites and public use buildings and contains information about park programs and events. The Central Reservation System utilized by the State Park Service also provides a channel for customer questions and concerns.

The agency website ([www.scprt.com](http://www.scprt.com)) provides an overview of the agency and its mission and contains useful information for grant programs and agency activities. This website also provides email and telephone contact information to customers and stakeholders with specific questions, needs or complaints.

The film website ([www.SCFilmOffice.com](http://www.SCFilmOffice.com)) provides information for prospective production projects interested in filming in South Carolina. This website also serves as a source of information for film crew based in South Carolina. In addition, the Film Office conducts several workshops throughout the year that provide valuable training for the film industry.

SCPRT's social media program, which was launched in July 2009, has also created a new forum for interaction between agency personnel and customers. Fans and followers are encouraged to actively participate on these sites, which are maintained by SCPRT staff. While most concerns are answered publicly, customers with specific complaints also receive a personalized message from SCPRT staff to further identify and resolve the issue.

In addition, the annual Governor's Conference on Tourism & Travel creates a valuable opportunity for tourism industry partners across the state to interact with staff from SCPRT and learn about new programs and initiatives. The cooperative advertising program also creates opportunities for SCPRT's partners to actively participate in the statewide marketing program and increase their tourism spending potential.

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

Within the State Park system, customer data is collected through cabin reply cards, direct observation and interaction with park visitors. For customer dissatisfaction, the Park Service staff responds to complaints in the manner in which they were received – letters, emails or telephone calls – and work to address customer concerns and resolve complaints in a timely manner.

Annual consumer surveys are conducted to measure consumer reaction to advertising messaging and placement. Every couple of years, research is conducted to measure customer satisfaction with the SCPRT travel guide and the overall fulfillment process. Every three to five years survey research is conducted to measure consumer perception of the South Carolina travel brand. Partners who participate in cooperative advertising programs are also given the opportunity to provide feedback and suggestions for improvement through surveys. The information gathered from these sources is then utilized as a tool to guide improvements and refinements during strategic and operational planning processes.

The State Comprehensive Outdoor Recreation Plan (SCORP) researches public interest in outdoor activities, analyzes demand for facilities, and reviews current issues, trends, and opportunities. Through coordination with other agencies and groups, an implementation program is developed to address identified needs and concerns.



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

Customer/stakeholder feedback is used during the strategic planning process to modify programs and services based on changing customer/stakeholder needs. For example, SCPRT's cooperative advertising programs are developed with input from South Carolina's tourism industry partners to ensure that the statewide marketing campaign complements and enhances local and regional marketing efforts. SCPRT also actively solicits input from partners who participate in specific marketing campaigns. Suggested strategies for future campaigns are considered for incorporation into subsequent planning processes. Similarly, the State Park Service tailors its programming and services based on input and information provided by park visitors.

### ***3.6 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer and stakeholder groups.***

In order to build and maintain positive relationships with stakeholders in the tourism industry, senior leaders attend numerous in-state industry meetings throughout the year, providing continuous updates on SCPRT's marketing activities and fielding questions, concerns and ideas provided by industry partners. The Tourism Advertising Grant (TAG) program, cooperative advertising and marketing campaigns also strengthen the agency's relationships by allowing stakeholders to expand marketing reach and better leverage marketing dollars (See Category 7.6).

The annual Governor's Conference on Tourism & Travel conducted by SCPRT provides valuable networking and educational opportunities for SCPRT's tourism industry partners. In addition to the information provided during general sessions during the Conference, SCPRT conducts workshops pertaining to agency/partner activities such as the TAG grant program, which allows agency staff to field questions from current and potential applicants (See Category 7.2).

The State Park Service continues to build on positive relationships with park users through continued interaction with conservation organizations and Friends groups and by providing personalized attention to the needs and concerns of both South Carolina residents and out-of-state visitors.

Recreation Grant Administrators maintain positive relationships with local communities by providing guidance and technical assistance for tourism and recreation projects (See Category 7.6).

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

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

During FY 05-06 senior leaders organized a Dashboard of Performance Measures to track operational, financial and program performances and economic indicators relevant to the agency's mission and strategic goals. The types of measures collected and recorded are determined by senior leaders during the strategic planning process and are developed to correspond to changes in operational goals. These measures include both specific outcomes for agency programming and operations and general measurements of the development and health of the state's tourism economy.

In FY 12, SCPRT began tracking and reporting three key measures for tourism industry and agency performance. The three measures selected for this monthly tracking program are statewide hotel revenue, State Parks revenue, and Admissions Tax collections from golf. Each one page report includes the current month's statistics, as well as year-to-date measurements and percent change

#### ***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?***

Data and information gathered for the Dashboard is selected by assessing the most reliable indicators and results relevant to performance effectiveness. Some information reported in the Dashboard, such as State Park Service financial measures, is collected and reported internally, while other data is supplied by outside sources, such as Accommodations Tax collections that are reported by the Department of Revenue.

#### ***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?***

Performance measures (listed below) are collected and recorded by SCPRT staff and senior leaders on the Dashboard. This information is posted on the agency Intranet site and reviewed by senior leadership during the strategic planning process. The type of information or data collected is determined by changes in the strategic planning and operational processes.

- Tourism Economic Impacts – visitation, visitor expenditures, total demand, jobs and tax revenues
- Tourism Indicators – hotel occupancy, airport passenger deplanements, accommodations and admissions tax collections
- SCPRT Marketing – budget, domestic consumer leisure campaign (ad awareness, inquiries and co-op ad revenue), SCPRT website visits, international marketing results, public relations results (press releases, media calls, photography requests)
- SC Welcome Centers – consumer traffic and reservations activity
- State Parks – revenue, expenditures, self-sufficiency, occupancy, golf rounds, customer reservations, annual park planning projects and expenditures
- State Park Reinvestment
- SCPRT Permanent Improvement Projects
- State Park Natural Resources – environmental, social and financial measurements
- State Park Historic Resources – number and condition of structures
- Recreation & Planning Grants Awards
- Tourism & Recreation Development – new tourism destination projects and private investment, rural tourism development
- Customer Satisfaction – Governor’s Conference Satisfaction Survey results, corporate partnerships, tourism sales & marketing partnerships, intra-agency and regional cooperation
- Human Resource Results – State Park training, workers compensation and employee retention rates

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

For State Park services, operations and programming, SCPRT uses comparative data from the National Park Service system, other state park systems, and Federal government performance initiatives. Tourism performance measures are compared to data provided by the U.S. Travel Association, the Office of Travel and Tourism Industries, and Smith Travel Research. Data and information from these sources is collected throughout the year and used by senior leadership to determine the performance of the agency’s operations and programs.

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

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

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

Almost all data that SCPRT collects to determine operational performance can be accessed through the Dashboard of Performance Measures on the agency's Intranet site. Each area's performance measures are categorized and updated on a regular basis to ensure that all information posted on this site is accurate and up-to-date.

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

The qualitative and quantitative data collected for the Dashboard is analyzed by senior leaders and staff members to determine operational and strategic successes and identify opportunities for improvement for SCPRT programs and operations.

#### *4.7 How do you collect, transfer, and maintain organizational and employee knowledge (knowledge assets)? How do you identify and share best practices?*

Organizational knowledge and best practices are shared through senior leader meetings, all-staff meetings, and key project and department staff meetings. Information is also shared through the agency Intranet website, which provides a designated page for each area of the agency to post updates on activities and other information relevant to its programs and services.

### **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?*

Every employee's EPMS is updated each year to reflect agency goals and priorities and to develop personal and professional goals that will benefit agency activities. Progress toward these professional goals is continuously reviewed and shared among agency leadership. Many of SCPRT's programs and projects involve personnel from across the agency as a normal course of business. For example, the project team responsible for updating Welcome Center technology includes staff from Marketing, Technology Services and State Parks. These types of collaborative projects are a common practice within the agency.

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

Group leaders within the agency meet on a monthly basis to discuss issues and updates regarding their program areas. The agency also schedules quarterly all-staff meetings. The meetings are used as a communication tool to educate staff on updates regarding agency issues/ current events/ project updates. The meetings are also broadcasted to the agency's field offices for those who are unable to attend the meetings. The agency's Intranet site is also an effective communication tool. Human Resource Management and Finance use the site to post forms and information regarding specific program areas (Benefits, Temporary Payroll, Employment, On Boarding information, etc). Agency updates, news, and Employee Highlights are also posted to the site.

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

Neo Gov has given internal and external applicants access and opportunities to explore employment with SCPRT. The agency also promotes from within which gives opportunity for succession planning. The Human Resource Management Office attends annual career fairs at colleges and universities. Park staff attends high school career fairs and speaks regularly to community organizations and educates the public about career opportunities at SCPRT.

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

Human Resource Management (HRM) considers staffing needs prior to approving position postings. HRM and the Directorate approve postings accordingly. Staffing levels are maintained and filled throughout the agency. New positions are created on an as-needed basis. HRM meets with the hiring manager to discuss the position description, job requirements and hiring rate for new positions.

***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 Employee Performance Management System (EPMS) is a tool that helps employees see their roles and responsibilities within the agency and work toward achieving agency goals. High performance is supported through the use of this tool. A universal review date allows employees and supervisors the opportunity to better plan for training opportunities, set goals and measurements for professional development, assist the agency leadership with better annual budget planning, and tie performance objectives to the agency's operational plans. A mandatory objective helps align project team efforts and allows employees participating on teams to give and receive feedback on the team's performance.

***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.***

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

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

***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?***

A “training-needs” survey identified a broad range of needs across the agency. A training plan exists that identifies a training curriculum for the agency, including Human Resource Management, Technology Services, Safety, and State Parks-specific training. The agency also participates in the Associate Public Manager program and the Certified Public Manager program training through the Office of Human Resource Management, S.C. Budget and Control Board. The agency also utilizes the SC Training Consortium, which offers training to state employees, including Supervisory Skills, Conflict Management, Diversity training, etc. The On-Boarding program is structured to encourage new hires to learn about the agency and complete checklists prior to the new hire Orientation. The day of orientation consists of activities and presentations from the agency’s leadership. The agency manages programs of safety and compliance in the workplace for employees, which also benefits millions of visitors to the State Parks. At every field location as well as the central office, a safety officer is responsible for maintaining a safe workplace. Material Safety data sheets are kept up-to-date and are readily available. Safety programs include, but are not limited to: CPR, defensive driving, hazard communication, Personal Protective Equipment (PPE), Preventive Disease Transmission, Standard First Aid, Confined Space, and Safe Scaffolding Construction. Selected employees that may encounter blood borne pathogens have received hepatitis vaccinations to reduce exposure and prevent infection. Safety is communicated on a routine basis through safety meetings and at major work sites through weekly meetings.

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

Employees are encouraged to attend internal and external training to enhance their job knowledge and skills. Employees are encouraged to share what they have learned with their co-workers (knowledge transfer) and are encouraged to apply what they have learned to their job related activities. Supervisors within the agency are remain supportive of the need for additional training and cross training.

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

SCPRT’s approach for intra-agency projects is to create “umbrella teams” bringing together talent from throughout the agency. Past experience with these teams has demonstrated that applying a variety of different perspectives to a particular project results in improved output. In addition, such an approach resulted in greater “buy in” for projects among agency personnel.

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

Employees who participate in workforce and leadership training are expected to use new knowledge and skills to enhance their job performance. The effectiveness of this training is determined through the EPMS review system.

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

Among the formal strategies are career path development tracks in the Welcome Centers and State Parks; annual State Park and Welcome Centers conferences; agency wide staff meetings; program level meetings and project team meetings; an Employee Appreciation and Employee of the Year Program; and Service Awards. Informal incentives include peer and group recognition and recognition on the agency’s intranet site. Ongoing opportunities for professional development training also provide motivation to employees. The agency offers computer training, Human Resource Management Training (Interview Skills, PD-EPMS), and external training through the State Training Consortium.



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

Employees complete Exit Interviews upon the termination of employment. The employee is encouraged to mail the form to the Office of Human Resource Management. HRM reviews and evaluates the information provided.

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

Currently, the State Parks has a Park Tech Career Path that is managed in the Human Resource Management Office. Career progression is managed within each program area and cross training is made available to employees throughout the agency. Career progression is prevalent within the State Park Service. Park Rangers and Managers are provided with promotional opportunities as positions become available due to retirement and turnover.

***5.14 How do you maintain a safe, secure, and healthy work environment?***

The agency manages and provides programs of safety and compliance for the workplace. A safety officer is assigned at every field location as well as the central office. The safety officers are responsible for maintaining a safe work place environment by scheduling regular meetings with staff and conducting on-site safety inspections. The agency has a crisis communication plan in place to provide for the communication of immediate and accurate assessments of conditions to clients and customers; provide a link between the state and its tourism-industry partners; and assist a rapid return to business activity in affected areas through positive communications.

**Category 6 – Process Management**

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

Statewide Tourism Marketing – SCPRT uses research-based data to inform and set its strategy for the Statewide Marketing program. SCPRT also designs its marketing program to generate additional advertising opportunities for both established and developing tourism destinations.

Tourism & Recreation Development – SCPRT actively engages local communities statewide to assess needs, issues, and public opinion on tourism and recreation products and works with these communities to develop initiatives that utilize natural, cultural, and historic resources to provide economic growth opportunities.

Stewardship and Customer Service – The natural and cultural resources found within the state's 47 State Parks are recognized by SCPRT as valuable assets to the residents of South Carolina. As stewards of these resources, the State Park Service strives to ensure that these assets are preserved and protected, while providing opportunities for recreation and public interaction with these resources.

Each of these core competencies plays an integral part in SCPRT's mission to improve the quality of life for South Carolinians and promote economic development through tourism.

***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?***

SCPRT develops and actively promotes a positive statewide image for South Carolina, and designs and implements marketing strategies to increase the state's tourism market share. Brand effectiveness is determined by research on existing public perceptions and knowledge of the state as a tourist destination and

analysis of the state's economic performance in tourism business activities. Measuring ad awareness, website visitation, and monitoring inquiries allows SCPRT to determine the effectiveness of its marketing strategy. The Tourism Advertising Grant (TAG), a matching grant program that provides assistance to non-profit, tourism-related organizations for their marketing efforts, as well as the cooperative advertising program, allow local tourism destinations to increase the effectiveness of their tourism marketing dollars.

Recreation Grant Administrators in the Finance office work closely with local communities and organizations to develop quality recreation products by providing technical assistance for recreation product development and customer support for recreation grant applicants. This enables local communities to design, develop and produce recreational assets efficiently and ensures that these projects adhere to state and federal guidelines.

The State Park Service manages and operates 47 State Parks for the benefit of both South Carolina residents and out-of-state visitors. This operation includes providing quality customer service and interpretation of park resources to produce added-value visitor experiences, while also protecting and preserving these resources for the continued benefit of future generations of park visitors. The Central Reservation System and Point of Sale system have steadily improved the quality of customer service in State Parks. Increased financial self-sufficiency allows the State Park Service to reinvest a portion of its revenue to ensure the continuity of the state's natural and cultural resources and provide enhanced interpretation and customer service.

#### *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?*

Organizational knowledge and other improvements for efficiency and effectiveness are incorporated into process design and delivery during the strategic planning process. Utilizing information gathered for the Dashboard of Performance Measures and feedback provided by employees, customers and key stakeholders, senior leaders work closely with their respective staff to design and implement new practices, techniques and innovations into process design and delivery.

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

SCPRT maintains a close relationship and an open exchange of information with its research vendors and tourism industry partners. The vendor that performs advertising-related research studies has the freedom to contact SCPRT's advertising agency, marketing office staff or research staff at any time to obtain information or materials necessary to ensure the completion of these projects. The Research Director at SCPRT ensures vendor awareness of SCPRT's marketing objectives and goals and specific information required by SCPRT. This person serves as a liaison to the vendor for suggestions by members of the sales and marketing office, the research staff, and the advertising agency for improving the type of information contained in research reports.

By implementing the Central Reservation System, the State Park Service offers vastly improved customer service, powerful management information for park personnel, and a fair system for the allocation of high-demand park resources. Improved customer service also increases revenue for state parks through easy booking, providing more information to consumers, and improved yield management.

Similarly, a Point of Sale system has been implemented at several State Parks to improve retail operations at State Parks, and the State House gift shop. The Point of Sale system has improved efficiencies for retail operations by establishing better inventory control and detailed, objective sales tracking and history that allows central office staff to regularly review retail performance.

Each of the grant programs administered by the agency requires project completion within a specific time frame and must follow strict financial and construction guidelines. Staff members work closely with local communities to ensure project completion and compliance with state and federal guidelines.

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

Key product and services processes are evaluated by comparing current and past data provided in the Dashboard of Performance Measures. As demonstrated in Category 7 of this report, results for each program are compared with outcomes from previous years to determine positive or negative trends and assess the need for revision in work processes. Feedback supplied by stakeholders, customers and employees is also used to determine program effectiveness.

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

The Human Resources Office conducts new employee orientations and coordinates training opportunities for workforce improvement. In addition, this department assists employees with needs and questions concerning employee benefits (e.g. employee insurance, retirement, etc.). The Human Resources Department utilizes employee and supervisor surveys to gauge program effectiveness and determine areas for improvement.

The Finance Department tracks the financial performance of agency programs and services and coordinates all financial activities within the agency, including the annual budget request process, payroll, fixed assets, revenue tracking and auditing, grants management and procurement services.

The Research Department analyzes economic indicator information relevant to the tourism industry and coordinates and conducts marketing research used to inform strategies for the annual marketing plan. Economic information utilized by the Research Department includes weekly hotel occupancy rates and monthly Accommodations and Admissions Tax collections. This information is used to determine the overall health of South Carolina's tourism economy. The research department also commissions consumer surveys that measure consumer recall of advertising, subsequent travel and reaction to advertising. These are used by Tourism Sales & Marketing to determine the effectiveness of current advertising campaigns and programs.

The Office of Technology Services is comprised of three sections, Software Development, Network / PC Support, and Technology Client Advocate. The department provides computing and communications infrastructure, and help desk coordination for all departments of SCPRT. This department also works closely with Reserve America to maintain the Central Reservation System (CRS) and Point of Sale System (POS) used by the State Park Service.

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

SCPRT uses historical analysis to estimate current and projected operational financial obligations. SCPRT's strategic long-term goals and progress made toward these goals are reviewed by senior leaders and used to produce the Annual Budget Request addressed by the Governor and the General Assembly.

## Category 7 – Results

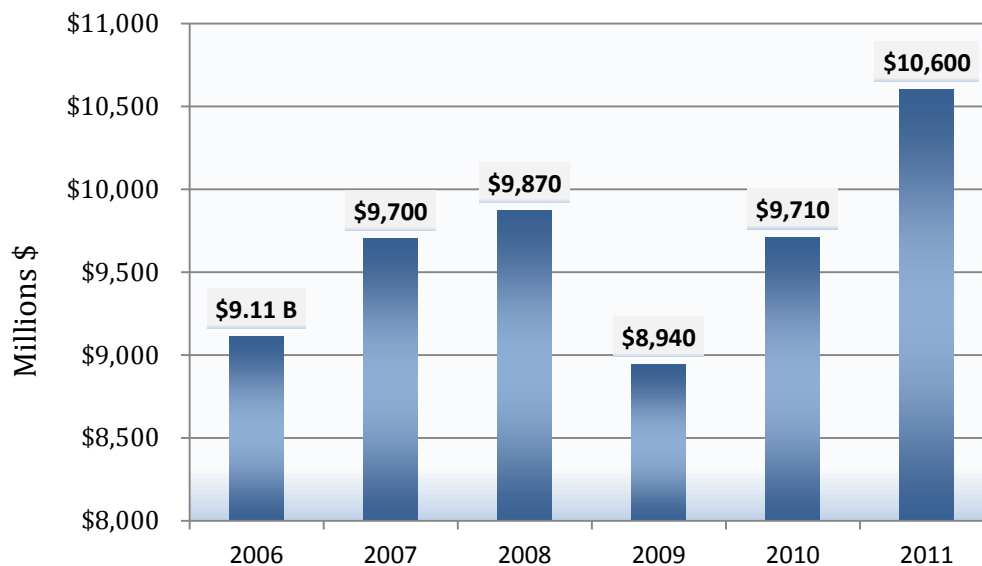
### *7.1 What are your performance levels and trends for your key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?*

#### **Tourism's Economic Impact**

In 2011, spending on travel or on behalf of tourism in South Carolina totaled \$16.5 billion, a 10.0% increase over 2010. Domestic travel expenditures in South Carolina totaled \$10.6 billion, a 9.1% increase from 2010. Travel and tourism accounted for 9.5 percent of total employment and generated \$1.2 billion in state and local taxes, which is the equivalent of lifting a \$700 tax burden per South Carolina household.

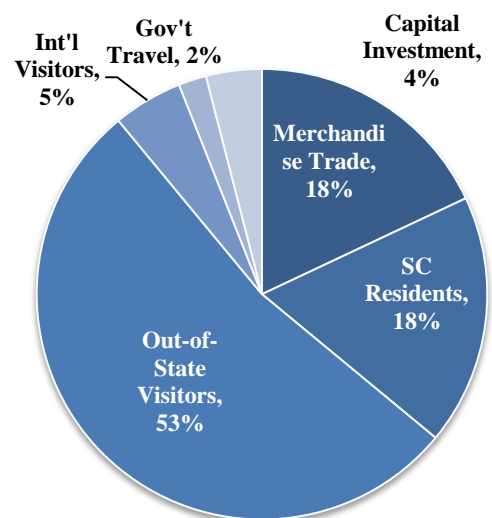
Domestic travel expenditures in South Carolina totaled \$10.6 billion in 2011, a 9.1% increase from 2010.

#### **Domestic Travel Expenditures**



**Figure 7.1.1**

- Out-of-state domestic visitors spent \$8.8 billion. International visitors added another \$753 million to the total.
- SC residents and businesses spent \$3.0 billion on travel goods and services within the state.
- More than \$580 million was spent on tourism capital investment.
- The government spent \$359 million in support of tourism.
- SC-manufactured goods consumed by the tourism industry generated nearly \$3.0 billion in sales.



**Figure 7.1.2**

## Lodging Statistics

Hotel data collected and provided by Smith Travel Research indicates continued improvement in South Carolina's lodging industry. Hotel occupancy increased by 3.2% statewide in 2012, while RevPAR (Revenue per Available Room) increased 6.8%. For both sets of data, the Upstate and Florence areas experienced the greatest percent increases.

### Hotel Occupancy

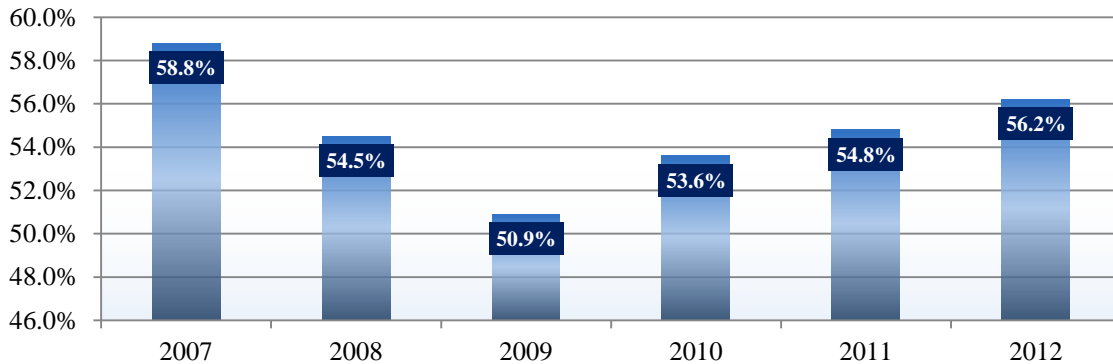


Figure 7.1.3

### Hotel RevPAR (Revenue per Available Room)

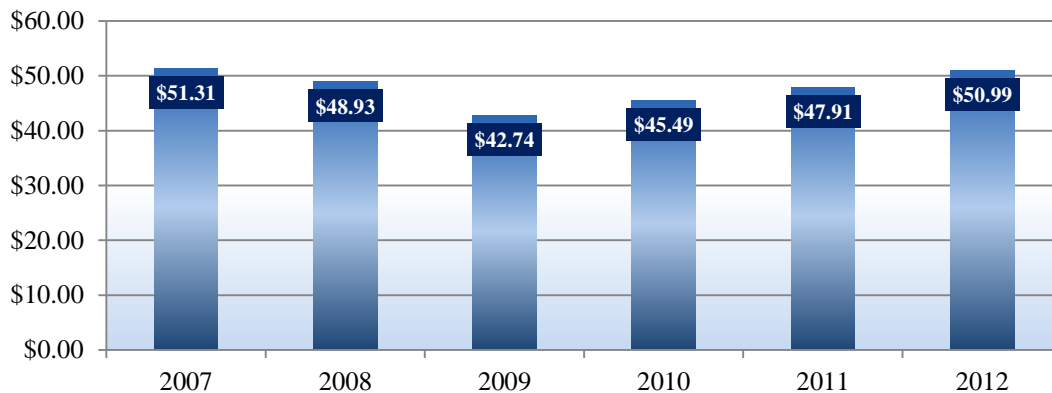


Figure 7.1.4

Accommodations tax collections\* for FY 13 totaled \$50.9 million, a 0.0% change over the previous fiscal year.

**\*IMPORTANT NOTICE:** The South Carolina Department of Revenue (SCDOR) recently obtained a supreme court ruling that allows them to more aggressively enforce Accommodations Tax collections from 'Vacation Rental by Owner' properties, real estate companies that manage vacation rentals and online travel agencies (OTAs). Starting in November 2011, SCDOR's Statewide 2% Accommodations Tax Returns may include up to 10 years of retroactive payments from previously non-compliant taxpayers. The returns from this enforcement action will continue entering the system over many months. *During this period, monthly and year-to-date percent change of accommodations tax collections may not accurately reflect current business conditions.*



## Attractions & Events Statistics

Admissions tax collections totaled \$34.0 million for FY 13 – a 0.7% decrease compared to FY 12. The counties with the greatest percent increases for FY 13 were Richland (8.4%), Lexington (5.0%), and Beaufort (3.5%). Admissions tax collections from golf totaled over \$12.5 million for FY 13, a 3.9% decrease compared to FY 12.

### Admissions Tax Collections

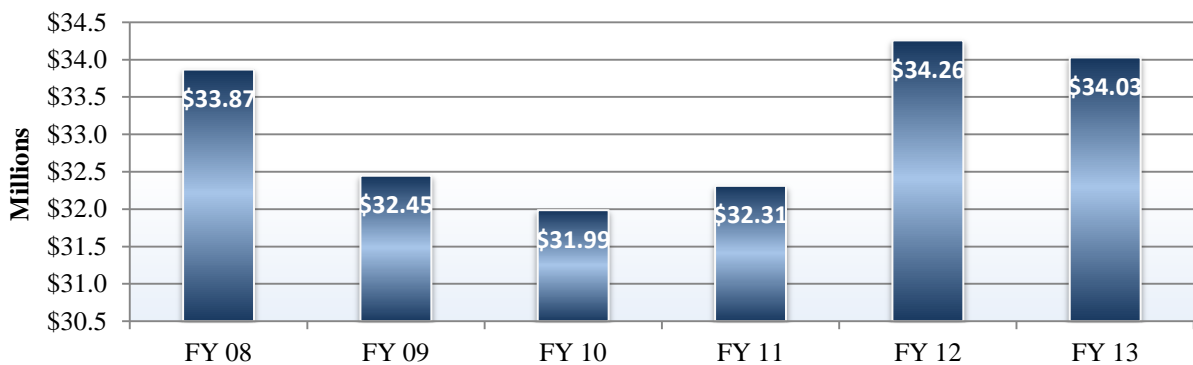


Figure 7.1.5

## SCPRT Advertising Awareness and Impacts

Among traveling households east of the Mississippi, 19% report recall of SCPRT's 2012 leisure travel advertising. Among US households that travel for golf, 54% report recall of SCPRT's 2012 golf advertising.

### Awareness of SCPRT Advertising Among Targeted Populations

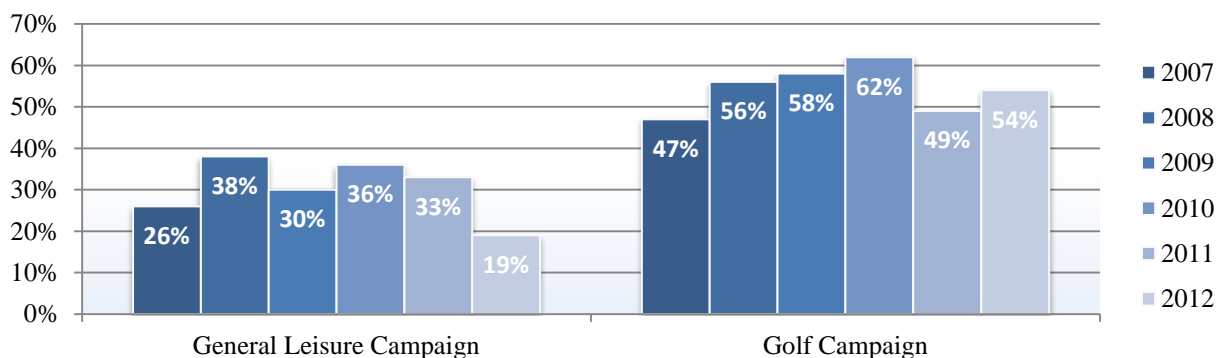


Figure 7.1.6

Among traveling households east of the Mississippi River that recalled SCPRT's 2012 leisure travel ads, 24% visited South Carolina in 2012, compared to 18% of those who had not seen ads. Among US households that travel for golf and that reported recall of SCPRT's 2012 golf advertising, 32% visited South Carolina in 2012, compared to 18% of those who hadn't seen ads.

## Welcome Center Services

Visitor Services is the primary activity of the South Carolina Welcome Center Program. Travel counselors in the state's nine Welcome Centers provide travel information, distribute tourism literature, and make accommodation and attraction reservations for visitors. In 2012, the Centers distributed approximately 4.5 million brochures promoting South Carolina accommodations and attractions.

SC Welcome Centers	FY07-08	FY08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Sign-In Visitors	1,468,369	1,228,443	1,324,638	1,169,851	1,258,721	1,119,670
Door Counts	2,281,295	2,123,161	2,323,877	2,023,488	2,158,943	2,046,582
Attraction Reservation Econ. Impact	\$50,311	\$52,731	\$86,917	\$70,246	\$118,009	\$143,089
Total Reservation Econ. Impact	\$2,507,304	\$1,875,066	\$2,159,341	\$1,715,136	\$2,053,047	\$1,887,741

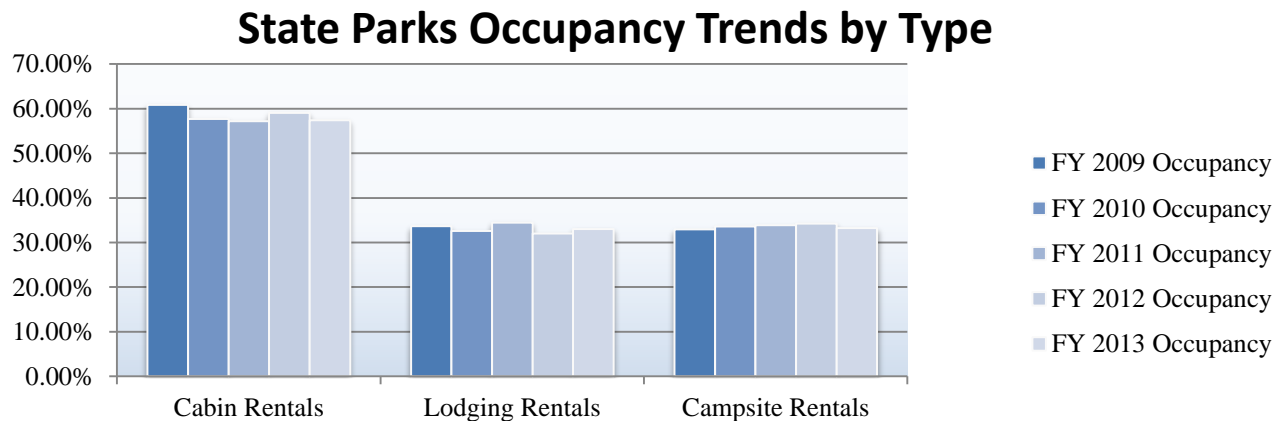
**Figure 7.1.7**

### State Park Service

Campsite and cabin occupancy at State Parks decreased in FY 13, while lodging rentals at Hickory Knob State Park increased slightly. Continued heavy rains during the spring and summer of 2013 had a consistent negative impact on overnight and weekend use, especially for campsites.

	FY 2010		FY 2011		FY 2012		FY 2013		Difference	% Change
	Nights	Occupancy	Nights	Occupancy	Nights	Occupancy	Nights	Occupancy		
Cabin Rentals	31,996	57.67%	30,269	57.19%	31,249	59.04%	<b>30,174</b>	<b>57.41%</b>	<b>-1,075</b>	<b>-2.05%</b>
Lodging Rentals	9,167	32.62%	9,674	34.42%	8,995	32.00%	<b>9,286</b>	<b>33.04%</b>	<b>291</b>	<b>1.04%</b>
Campsite Rentals	354,380	33.60%	357,063	33.85%	361,211	34.24%	<b>350,328</b>	<b>33.21%</b>	<b>-10,883</b>	<b>-1.03%</b>

**Figure 7.1.8**



**Figure 7.1.9**

Golf rounds at both Hickory Knob and Cheraw decreased in FY 13, due largely to heavy rains during the first six months of 2013.

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Hickory Knob State Park	25,062	22,368	18,192	16,581	16,916	<b>14,196</b>
Cheraw State Park	27,171	22,838	22,313	17,644	21,050	<b>17,644</b>
Combined	52,233	45,206	40,505	34,225	37,966	<b>32,592</b>

**Figure 7.1.10**

## State Park Golf Rounds by Course

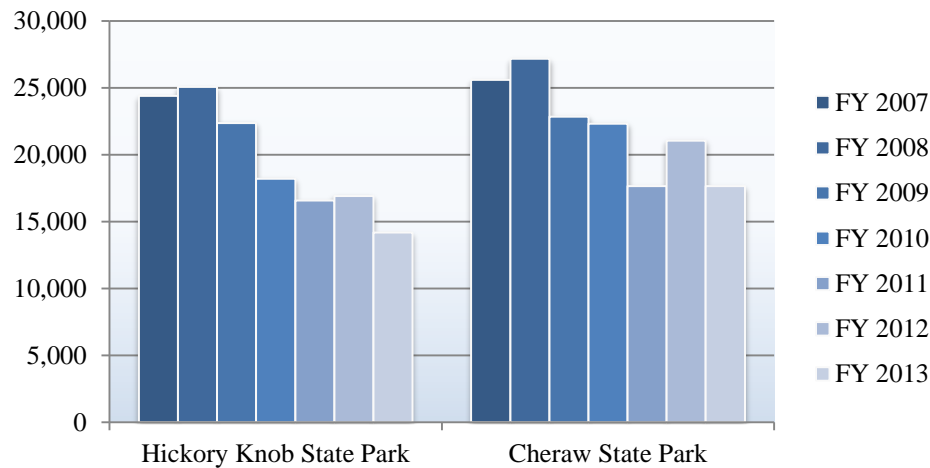


Figure 7.1.11

### Film

Working with the agency's research vendor, SMARI, SCPRT conducted a study in FY 13 to determine the impact of film on tourism in South Carolina. Three increasingly conservative quantitative research efforts and four focus groups conclude with certainty that television and film productions influence leisure travel. The most recent and most conservative estimate suggests that the selected South Carolina productions may have influenced 1.6 million household visits to South Carolina and approximately \$1.7 billion in travel revenue over the past ten years. The study further concluded that the productions that are most likely to influence travel include TV shows about travel or food, romance/drama movies or TV shows, and sitcoms

During FY 13, SCPRT approved film incentive applications for *Army Wives* Season 7 and a television pilot *Reckless*, which has since been picked up by CBS Studios. *Army Wives* spent a total of \$13.4 million in South Carolina over a 9 month period, and generated over 3,000 South Carolina hires. South Carolina also hosted portions of the TV series "Homeland" and "Banshee." The total spend for both qualified and non-qualified projects for FY 12-13 comes to \$17,895,427.

#### Feature Films (2)

Total Budget: \$700,000  
 Total Spend SC (qualified):  
 Total Spend SC (non-qualified): \$430,000  
 Total # of Production Days: 111  
 Total Hotel Nights: 425  
 Total SC Hires: 80  
 Total Hires: 103

#### Student Films & Documentaries (2)

Total Budget: \$100,000  
 Total Spend SC (qualified):  
 Total Spend SC (non-qualified): \$6,000  
 Total # of Production Days: 10  
 Total Hotel Nights: 15  
 Total SC Hires:  
 Total Hires: 11

#### Cable/TV Movies, TV Series & Pilots (5)

Total Budget: \$71,300,000  
 Total Spend SC (qualified): \$13,473,527  
 Total Spend SC (non-qualified): \$3,230,000  
 Total # of Production Days: 229  
 Total Hotel Nights: 7,500  
 Total SC Hires: 550  
 Total Hires: 1,170

#### Print Ads/Catalogues (12)

Total Budget: \$965,000  
 Total Spend SC (qualified):  
 Total Spend SC (non-qualified): \$408,000  
 Total # of Production Days: 115  
 Total Hotel Nights: 1,747  
 Total SC Hires: 128  
 Total Hires: 318

**TV Commercials (3)**

Total Budget: 235,000

Total Spend SC (qualified):

Total Spend SC (non-qualified): 108,400

Total # of Production Days: 19

Total Hotel Nights: 34

Total SC Hires: 37

Total Hires: 50

**TV Episodes/Music Videos (18)**

Total Budget: \$1,580,000

Total Spend SC (qualified):

Total Spend SC (non-qualified): \$239,500

Total # of Production Days: 90

Total Hotel Nights: 488

Total SC Hires: 118

Total Hires: 245

*7.2 What are your performance levels and trends for your key measures on customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization's products or services)? How do your results compare to those of comparable organizations?*

**Governor's Conference on Tourism & Travel**

The Governor's Conference on Tourism & Travel is South Carolina's largest gathering of tourism industry leaders. Over the last 40 years, the annual conference has been attended by participants representing a wide variety of backgrounds including destination management organizations, regional tourism associations, accommodations, attractions, advertising agencies, economic development companies and various media companies.

Other stakeholders include publishing firms, trade publications, technology providers and universities. Each year, conference attendees are invited to rate the various elements of the conference in the Participant Feedback Survey. Results from these surveys are used in the planning processes for future conferences.

The most frequent responses for questions about the attendees' organization indicate that the "average" conference attendee comes from a *Destination Marketing Organization* (32%) and their position with their company is typically divided between *Marketing & Sales* (29%), *Management* (20%), *CEO/President* (18%), and *PR/Communication* (7%).

The organization usually has less than *50 employees* (61%). The attendee has typically worked in the tourism industry for *more than 11 years* (53%) and has attended either *more than 4 previous Governor's Conference* (45%) or only *1 Governor's Conference* (39%).

Most attendees' first information about the conference was through a *previous Governor's Conference* (31%), *colleague/word of mouth* (28%), or *conference mailing* (16%).

The response rate for this survey was 32%, based on 76 responses out of 241 who were invited to participate (i.e., opted to receive emails from PRT), which is an acceptable response rate in terms of controlling sample bias.

### Ratings of General Aspects of the SC Governor's Conference

	Excellent	Very Good	Excellent / Very Good	Average	Below Average	Poor	Total
Agenda Structure	25(37.88%)	35(53.03%)	91%	6(9.09%)	0(0%)	0(0%)	66
General Sessions	21(30.88%)	38(55.88%)	87%	8(11.76%)	1(1.47%)	0(0%)	68
Breakout Sessions	13(19.7%)	36(54.55%)	74%	15(22.73%)	2(3.03%)	0(0%)	66
Meal Functions	20(31.25%)	26(40.62%)	72%	17(26.56%)	1(1.56%)	0(0%)	64
Networking Opportunities	22(33.33%)	29(43.94%)	77%	14(21.21%)	1(1.52%)	0(0%)	66
Monday Lunch and Learn							
Tourism 101	10(29.41%)	17(50%)	79%	7(20.59%)	0(0%)	0(0%)	34
Monday Vista After Hours	16(38.1%)	16(38.1%)	76%	9(21.43%)	1(2.38%)	0(0%)	42
Tuesday Morning Networking							
Breakfast	12(24%)	26(52%)	76%	12(24%)	0(0%)	0(0%)	50
Tuesday Educational Tours	14(38.89%)	14(38.89%)	78%	7(19.44%)	1(2.78%)	0(0%)	36
Tuesday Evening Reception	14(29.17%)	23(47.92%)	77%	9(18.75%)	2(4.17%)	0(0%)	48
Tuesday Dine Around	15(34.88%)	19(44.19%)	79%	9(20.93%)	0(0%)	0(0%)	43
Wednesday Morning							
Networking Breakfast	13(25.49%)	23(45.1%)	71%	15(29.41%)	0(0%)	0(0%)	51
Total	195	302	78%	128	9	0	634

#### Atalaya Arts & Crafts Festival

The Atalaya Arts & Crafts Festival is held each September at Huntington Beach State Park and features over 100 artists and artisans.

Participating artists are given a survey at the conclusion of the festival to rate SCPRT's management of the event.

The response rate for this survey was 62%, based on 63 responses out of 102 who received the survey on Sunday of the festival, which is an excellent response rate in terms of the reliability (controlling sample bias) and the precision of the results.

Question	Rating
Judging (during festival)	3.6 out of 4.0
Courtesy of onsite staff (festival and park staff)	4.0 out of 4.0
Check-in process	3.9 out of 4.0
Hospitality room	3.7 out of 4.0
Parking for artisans	3.8 out of 4.0
Festival food vendors (price/value)	3.8 out of 4.0
Entertainment	3.5 out of 4.0
Please rate your sales for the festival	3.0 out of 4.0
Awards dinner and program	3.6 out of 4.0
<b>Average</b>	<b>3.7 out of 4.0</b>

**Figure 7.2.2**

Festival attendance: 6,730

Artist Profile: There were 102 artists representing 9 states from South Carolina to Colorado

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

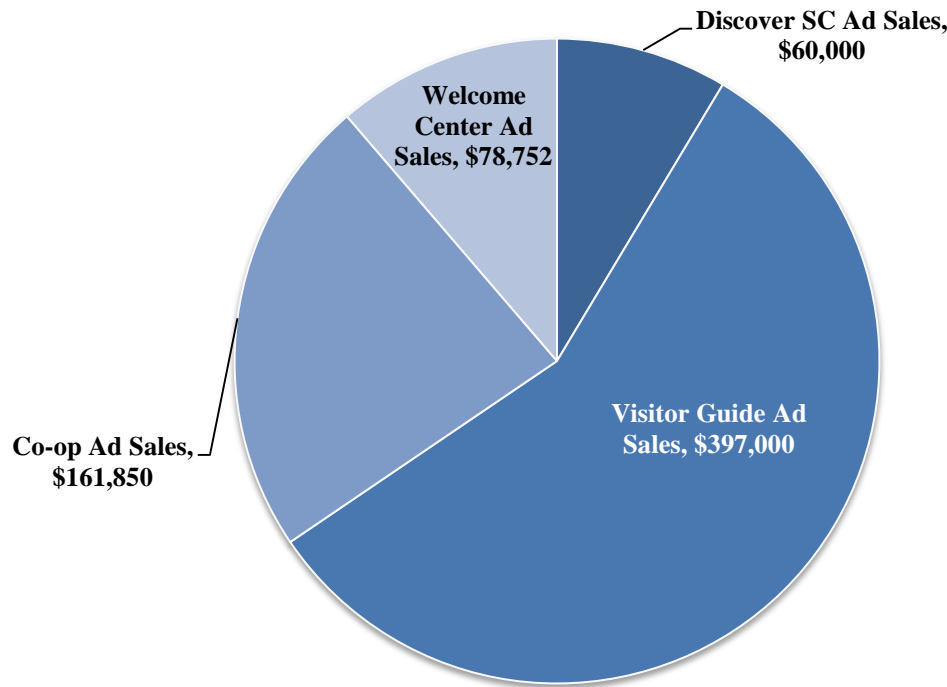
##### **Tourism Marketing**

In FY 13, cooperative advertising sales for the 2013 Vacation Guide totaled \$397,000, which covered both production and printing costs for the guide.

SCPRT has also begun offering advertising opportunities for tourism destinations and businesses at South Carolina's nine Welcome Centers. Advertising sales for the Welcome Center program were \$78,752 in FY 13. Advertising sales for the Discover South Carolina website totaled over \$60,000 during the past fiscal year.

Lastly, cooperative advertising sales for FY 13 were \$161,850. These sales provide two direct benefits. They allow SCPRT to offset some of the cost for its paid advertising purchases.

In addition, these sales provide South Carolina's tourism destinations the opportunity to secure advertising in mainstream media outlets at a reduced cost, allowing them greater media exposure without incurring significant individual expense.



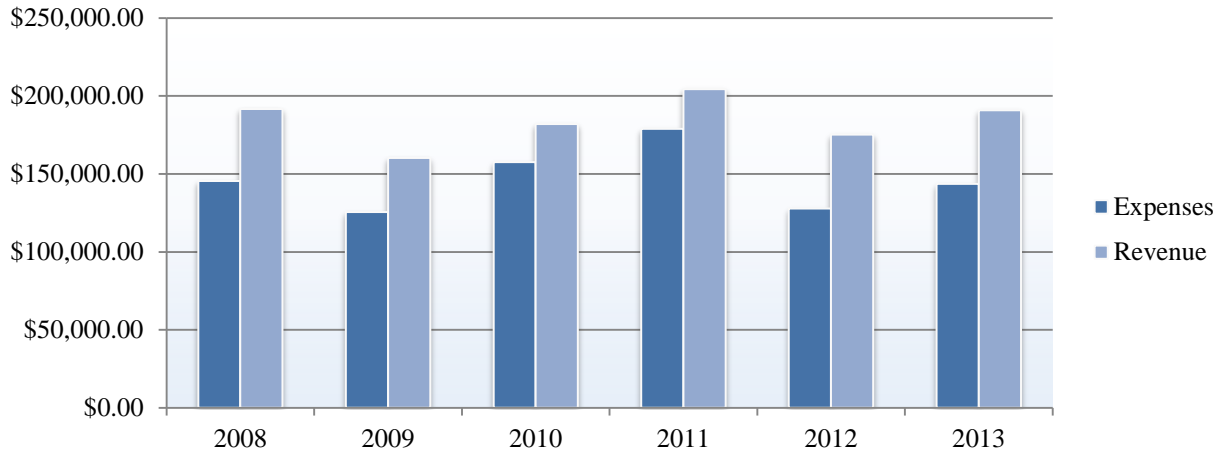
**Figure 7.3.1**

### **Governor's Conference on Tourism & Travel**

The annual Governor's Conference on Tourism & Travel is the largest gathering of travel and tourism industry professionals in the state. Each year, the conference provides a comprehensive and substantive program that prioritizes the sharing of ideas and best practices, defines common issues, and fosters collaborative relationships. The conference attempts to address the needs of the many diverse segments of the tourism industry in South Carolina. Nearly all funding for this conference is derived from sponsorships and registration fees, and net revenue from each year's conference is used as start-up funds for the following year.



### Governor's Conference on Tourism & Travel Revenue/Expenditure Five Year Trend



**Figure 7.3.2**

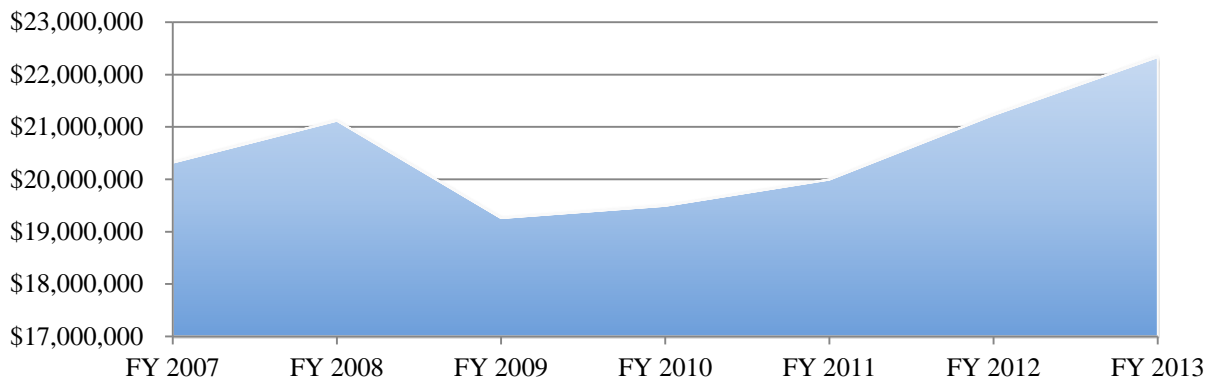
#### State Park Service

State Park revenue increased to \$21 million in FY 12, an increase of 6 percent from the previous fiscal year.

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Total Revenues	\$ 21,115,562	\$ 19,259,076	\$ 19,493,357	\$ 19,992,503	\$21,228,139.75	\$22,332,214

**Figure 7.3.3**

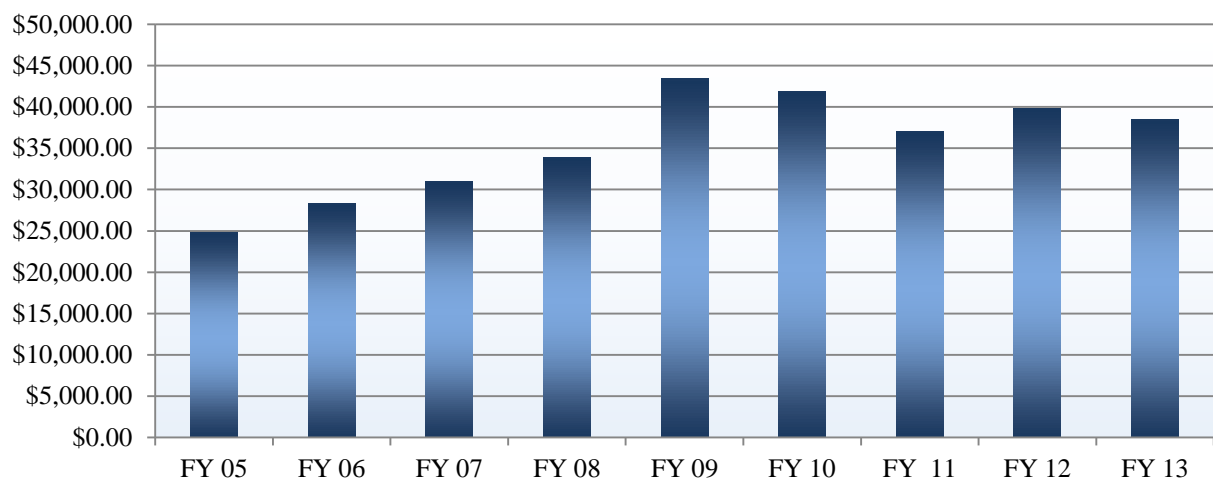
### State Park Revenue Trends



**Figure 7.3.4**

The Check-Off for State Parks tax donation program received \$38,482.32 in FY 13. Funds secured through this program are used solely for physical improvements to South Carolina's State Parks.

### Check-Off for State Parks Collections



**Figure 7.3.5**

During FY 13, major donors for South Carolina State Parks included BMW Manufacturing, the Duke Energy Foundation, 3M, Cox Lumber, Piggly Wiggly, and the C.H. and Anna Lutz Foundation. Through these donations, State Parks has been able to realize a number of substantial improvements for state parks, including a disc golf course at Chester State Park, the production of a State Parks Visitors Guide, and improvements at Paris Mountain State Park. In FY 13, SCPRT partnered with Cox Lumber and the Boy Scouts of America to build 600 picnic tables for State Parks in 60 days using lumber kits donated by Cox Lumber. In addition to providing new picnic tables for the parks, this project garnered statewide positive media exposure for State Parks. During the past fiscal year, SCPRT also began working with Active Outdoor Network and implemented the ability for the public to give donations to State Parks on their website. Web Donations for State Parks have totaled over \$18,000 since November 2012.

Donor	Designated Park/Purpose	Amount
Post & Courier Foundation	Lighting & Energy Improvements	1,000.00
BMW Manufacturing Co. LLC	Park Guide	20,000.00
Byron S Wright	Edisto Beach	500.00
The Duke Energy Foundation	Paris Mountain - Cabin	9,000.00
3M	Paris Mountain – Educational Equipment	1,500.00
C.H. & Anna E Lutz Foundation	Chester Disc Golf Course	30,000.00
Hollingsworth Funds Inc.	Paris Mountain - Cabin	15,000.00
FUJI Film Manufacturing USA Inc	Park Guide	20,000.00
Beaufort-Jasper-Hampton Comp Health Svc	Lake Warren Improvements	4,500.00
Smith Drug Company	Croft State Park	5,500.00
John Culp	Rose Hill Belle Culp Wood Painting	250.00
Daniel Culp	Rose Hill Belle Culp Wood Painting	250.00
William T Beaty II	Rose Hill Belle Culp Wood Painting	250.00
<b>Total Donations in FY2013</b>		<b>\$107,750.00</b>

**Figure 7.3.6**

**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, and workforce climate including workplace health, safety, and security?**

**Workforce Engagement**

*PRT Matters*, the agency’s reward and recognition program, was rolled out in the middle of the FY 03-04 and reached full implementation during FY 04-05. The PRT Pride Pin Award recognizes employees who have received five or more *You Matter* notes, showing great effort in at least three of the five value areas: Customer Service, Innovation, Leadership, Stewardship and Teamwork. To date, 222 employees have earned their PRT Pride Pin, and 439 employees have received the *You Excel* award which recognizes employees who go above and beyond their normal duties. “Employee of the Year” awards go to employees in each of the five value areas of the program annually.

**Workforce Development**

SCPRT staff is encouraged to pursue professional development opportunities that will enhance their potential contributions to the agency. These opportunities include participating in economic development seminars, marketing and advertising conferences and seminars, research symposiums, and CPM courses.

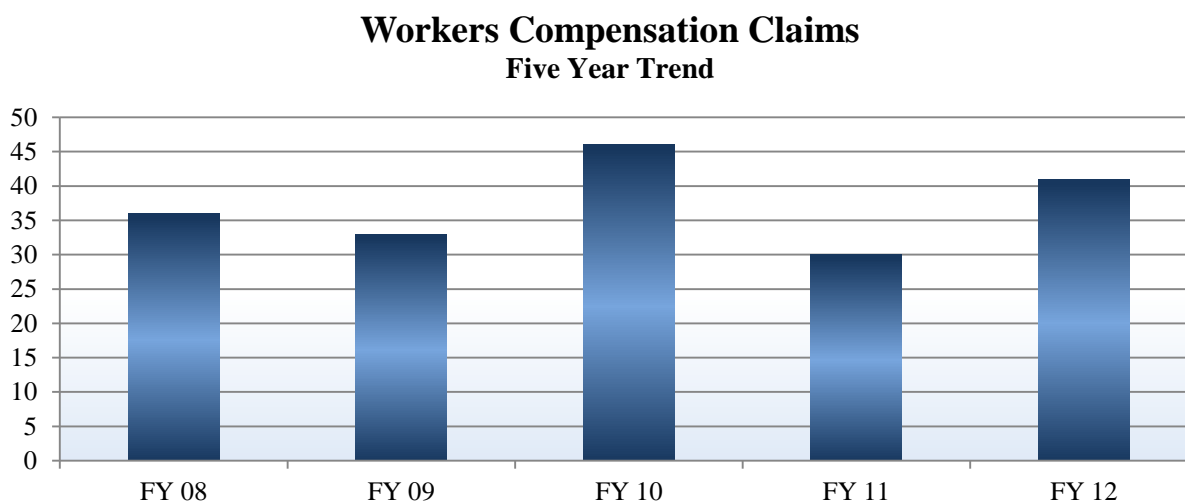
Career Paths is a program that was created for personnel from the entry level ranks of maintenance service. It provides them with a pathway which helps encourage and foster a career with the Park Service. The program guides employees to increase their responsibilities through special performance, completing extra-curricular type tasks, and earning special certifications strategically identified as relevant for the SPS. As these personnel advance through progressive levels of the program they earn monetary increases. There are 54 positions eligible to participate in the Park Tech Career Path Program. In addition, SCPRT continues to offer supervisory and interview training to all personnel.

**Workforce Retention**

At the end of FY 13, SCPRT had 345 filled FTE positions. The total number of FTE positions at the end of FY 13 was 356.

**Workforce Climate**

Worker’s Compensation claims increased from 30 in FY 11 to 41 in FY 12. SCPRT continues to emphasize the importance of safety in the workplace in order to maintain low levels of work-related injuries.



**Figure 7.4.1**

*7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?*

#### **State Park Service**

Permanent Improvement Projects completed in FY 12 totaled approximately \$830,000 and included the following:

<b>Projects Completed FY 13</b>	<b>Expenditure</b>
Sesquicentennial State Park Trail	\$250,000
Little Pee Dee Pier	\$35,000
Rose Hill HVAC	\$25,000
Cheraw Pro Shop HVAC	\$15,000
Kings Mountain Camp Cherokee	\$100,000
Redcliffe Office	\$250,000
Caesars Head/Devils Kitchen Steps	\$40,000
CTL Wolf Habitat	\$75,000
Kings Mountain Equestrian Parking	\$40,000
<b>Projects Under Construction</b>	<b>Budget</b>
State Park Asbestos	\$1,000,000
Hamilton Branch Paving	\$2,500,000
Oconee Foothills Parking	\$35,000

**Figure 7.5.1**

#### **Support Services**

In FY 13, SCPRT redesigned and reconfigured the agency's Wide Area Network (WAN). After testing wireless air cards from Verizon and AT&T for each of its park locations, the agency now has 32 sites employing Verizon 4G air cards and 3 sites with AT&T HSPA+ air cards, all using Cradlepoint routers and utilizing an IPSEC VPN to connect to its central office. This configuration allows the agency to leverage its current investment in web monitoring and filtering while giving these locations full access to its central office resources and applications. The agency also moved a saturated Private Line T1 circuit to 4mb Metro-E and two 256k Frame Relay circuits to Private Line T1 where there was no wireless service from either carrier tested. Overall these remote sites have more available bandwidth providing them an improved WAN experience allowing them to serve the park visitors better, all while lowering the total monthly WAN costs. These improvements generated circuit cost savings of over 30% or \$8,000.00 monthly, equaling \$96,000 in yearly savings.

Also during the past fiscal year, the agency identified configuration errors in stay restrictions in the State Parks Central Reservation System. By addressing these errors, the agency has recouped nearly \$60,000 in potentially-lost revenue.

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

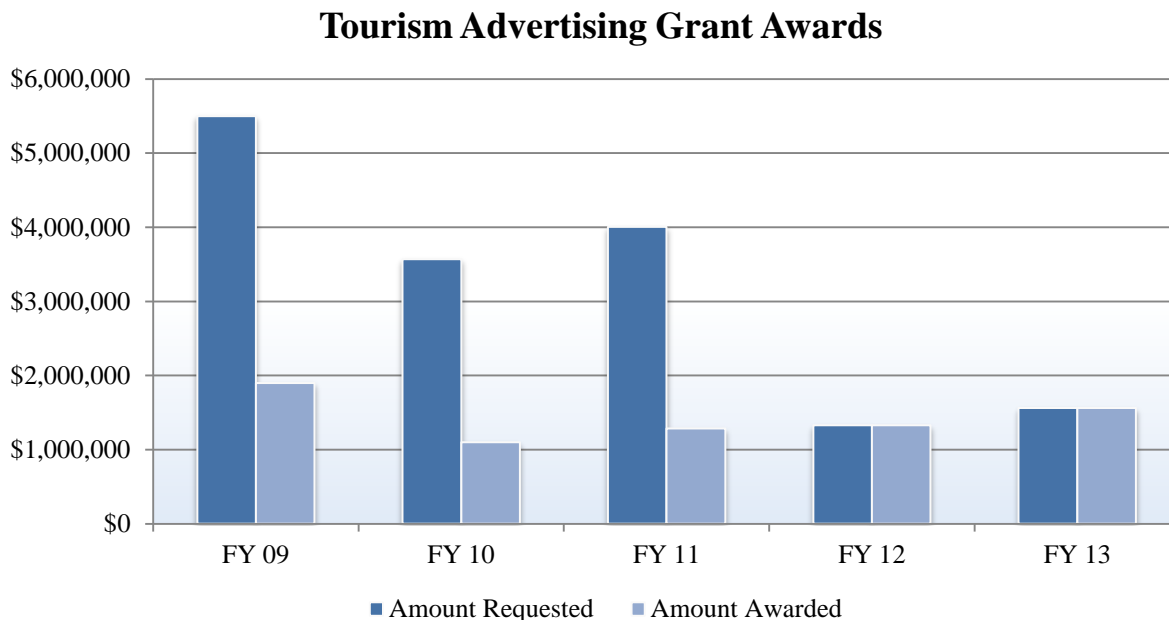
SCPRT staff members continue to participate, cooperate and network with a variety of organizations, including the SC Wildlife Federation (staff member serving on Board of Directors); National Hunting & Fishing Day (staff co-chairing with DNR); SCDOT Scenic Byway Committee; Highway Enhancement Committee;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

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

### Tourism Advertising Grant Program

The tourism marketing grant program has been redesigned to remain relevant to the changing dynamics of tourism marketing. The Tourism Advertising Grant program is specifically designed to assist tourism organizations with the purchase of paid advertising, allowing SCPRT to ensure the most effective utilization of grant funds.

In FY 13, the Tourism Advertising Grant (TAG) program awarded 57 grants totaling \$1.5 million. Because of the parameter changes made, the program was able to satisfy all qualified requests received in FY 13. Grants are payable only as a reimbursement for approved marketing activities.



**Figure 7.6.1**

Park & Recreation Development Fund - PARD is a state-funded reimbursement grant program. This non-competitive program is available to eligible governmental entities within each county area for development of new indoor or outdoor public recreation facilities or enhancements/renovations to existing facilities. During FY 13, PARD funded 59 projects totaling \$653,094.

Recreation Trails Program - RTP is a federal grant program for the construction of recreational trails. In FY 13, RTP awarded 10 grants totaling \$911,922.

Project Name	Project Sponsor	Total Amount	Federal Amount
Falls Park/Pedrick's Garden	City of Greenville Parks & Recreation Department	125,000.00	100,000.00
Wambaw Cycle Trailhead Redesign	USDA Forest Service - Wambaw - Francis Marion National Forest	195,625.00	156,500.00
Woodruff Recreational Trail (Leisure Center Phase)	Spartanburg County Parks Department	69,737.21	55,789.77
Rocky Branch Natural Area Public Trail	Town of Little Mountain	33,500.00	26,800.00
Waccamaw Neck Bikeway, North-South Link	Georgetown County	125,000.00	100,000.00
Town Creek Park Phase II Trails	City of Pickens	125,000.00	100,000.00
Brushy Creek Greenway Phase One	City of Easley	93,750.00	75,000.00
Lake Alice Drive Walking Trail	City of Sumter	125,000.00	100,000.00
Fountain Inn Greenway & Multi-Use Recreational Trail	City of Fountain Inn	125,000.00	100,000.00
McBee Walking Trail	Town of McBee	122,290.68	97,832.54

**Figure 7.6.2**

### State Parks

South Carolina's State Parks provide revenue to the state and local communities through Accommodations and Admissions Tax collections.

Taxes Paid by State Park Visitors	FY11-12	FY12-13	Difference	% Change
<b>Paid to Dept of Revenue</b>				
Admissions Tax	\$ 198,288.95	\$ 202,539.86	\$ 4,250.91	2%
Sales Tax	\$ 815,829.00	\$ 872,646.00	\$ 56,817.00	7%
State Accommodations Tax	\$ 245,632.00	\$ 268,068.00	\$ 22,436.00	9%
Local Option Taxes	\$ 159,638.00	\$ 153,412.00	\$ (6,226.00)	-4%
<b>Paid to County</b>				
Local Accommodations Tax	\$ 248,540.44	\$ 216,499.47	\$ (32,040.97)	-13%
Local Admissions Tax (MB & HI)	\$ 30,912.27	\$ 32,287.65	\$ 1,375.38	4%
Local Hospitality Tax (MB)	\$ 1,922.22	\$ 2,000.05	\$ 77.83	4%
<b>Total</b>	<b>\$ 1,700,762.88</b>	<b>\$ 1,747,453.03</b>	<b>\$ 46,690.15</b>	<b>3%</b>

**Figure 7.6.3**



## Film

Production Fund Grants were awarded to film projects at Trident Technical College, as well as awards to three High Schools and their students for short film projects featuring SC parks. The grant to Trident Technical College also includes monthly training of students, crew, and other SC film professionals in continuing education. These grants, which totaled \$214,000, provide university, college students, crew and others interested in the entertainment industry the opportunity to collaborate with industry professionals to create short films capable of competing in national film festivals.

Eight seminars in 2012 trained over 750 SC resident students, crew and others interested in jobs the entertainment industry.

Project Name	Grant Amount
Last Night at The Ellington	\$12,500
Coffee Date	\$12,500
Dustin and the Hoffman	\$10,700
The Man Would Wouldn't Die	\$11,900
The Masque of the Red Death	\$12,500
<b>Total</b>	<b>\$425,000</b>

**Figure 7.6.4**

**For more information regarding the  
SC Department of Parks, Recreation & Tourism**

**Please contact:**

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