## Table of Contents

# Contents

## South Carolina
## House of Representatives



## Legislative Oversight Committee

**LAW ENFORCEMENT AND CRIMINAL JUSTICE SUBCOMMITTEE**
*Chairman Edward R. Tallon Sr.*
*The Honorable Katherine E. (Katie) Arrington*
*The Honorable William M. (Bill) Hixon*
*The Honorable J. Todd Rutherford*

# *Thursday, November 30, 2017*
# *10:00am*
# *Room 110, Blatt Building*

*Pursuant to Committee Rule 6.8, S.C. ETV shall be allowed access for internet streaming whenever technologically feasible.*

# AGENDA

I.    **Approval of Meeting Minutes**

II.   **Discussion of the study of the Department of Natural Resources**

III.  **Adjournment**

**Law Enforcement and Criminal Justice Subcommittee**
Monday, October 23, 2017
10:00 am
Blatt Room 110

### Archived Video Available

I.  Pursuant to House Legislative Oversight Committee Rule 6.8, South Carolina
    ETV was allowed access for streaming the meeting. You may access an
    archived video of this meeting by visiting the South Carolina General
    Assembly's website (http://www.scstatehouse.gov) and clicking on
    *Committee Postings and Reports*, then under *House Standing Committees* click on
    *Legislative Oversight*. Then, click on *Video Archives* for a listing of archived
    videos for the Committee.

### Attendance

I.  The Law Enforcement and Criminal Justice Subcommittee meeting was
    called to order by Chairman Edward R. Tallon, Sr., on  Monday, October 23,
    2017, in Room 110 of the Blatt Building. The following members of the
    Subcommittee were present for either all or a portion of the meeting:
    Chairman Tallon, Representative Katherine E. Arrington, and Representative
    William M. Hixon.

**Minutes**

I. House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings. It is the practice of the Legislative Oversight Committee to provide minutes for its subcommittee meetings.

II. Representative Hixon makes a motion to approve the meeting minutes from the prior Subcommittee meeting.

| Rep. Hixon's motion to approve the minutes from the October 17, 2017 meeting: | Yea | Nay | Not Voting |
|---|---|---|---|
| Rep. Arrington | ✓ | | |
| Rep. Hixon | ✓ | | |
| Rep. Rutherford | | | Not Present |
| Rep. Tallon | ✓ | | |

**Discussion of the Department of Natural Resources**

I. Chairman Tallon asks if members have any motions based on information received thus far during the study. Rep. Arrington and Rep. Hixon make several motions which are listed below.

| Rep. Arrington's motion that the Subcommittee Study approve each of the agency's recommended changes to law which are in the agency's Program Evaluation Report (PER) and the agency has indicated do not impact any other agency. (The PER is available online for the public to view) The item numbers presented at the meeting on October 9, 2017, include those numbered 33, 43, and 85. The item numbers presented at the meeting on October 17, 2017 include those numbered 11, 13, 14, 15, 16, 21, 23, 25, 26, 28, 80, and 81. | Yea | Nay | Not Voting |
|---|---|---|---|
| Rep. Arrington | ✓ | | |
| Rep. Hixon | ✓ | | |
| Rep. Rutherford | | | Not Present |
| Rep. Tallon | ✓ | | |

| Rep. Arrington's motion that the Subcommittee Study include a recommendation that the agency email all municipalities a link whenever GIS data is updated. | Yea | Nay | Not Voting |
|---|---|---|---|
| Rep. Arrington | ✓ | | |
| Rep. Hixon | ✓ | | |
| Rep. Rutherford | | | Not Present |

| Rep. Tallon | ✓ | | |
|---|---|---|---|

| Rep. Hixon's motion that the Subcommittee Study include a recommendation that the agency notify the applicable county tax assessors whenever a property is deemed to be in a flood plain and the county tax assessor provide notice to the applicable property owners via the owners tax assessment notice. | Yea | Nay | Not Voting |
|---|---|---|---|
| Rep. Arrington | ✓ | | |
| Rep. Hixon | ✓ | | |
| Rep. Rutherford | | | Not Present |
| Rep. Tallon | ✓ | | |

II.     Chairman Tallon explains the purpose of the remainder of the meeting today is to receive details about the agency's Wildlife and Freshwater Fisheries Division (WFF).  He reminds those who were sworn in during prior meetings that they remain under oath anytime they are with the Subcommittee or Committee.  Also, he swears in the following individuals:

   a.   Mr. Ross Self, Chief of Freshwater Fisheries Section; and
   b.   Mr. Billy Dukes, Chief of Wildlife Management.

III.    Ms. Emily Cope, Deputy Director of the agency's WFF Division provides information on the following topics related to this division:

   a.   Organization of the division;
   b.   Products and services;
   c.   Portions of the agency's strategic plan related to the division;
   d.   Strategic resource allocation; and
   e.   Performance measures.

   Subcommittee members ask questions which Ms. Cope and other agency representatives answer.

IV.    There being no further business, the meeting is adjourned.

**Law Enforcement and Criminal Justice Subcommittee**
Monday, November 6, 2017
10:00 am
Blatt Room 110

## Archived Video Available

I.   Pursuant to House Legislative Oversight Committee Rule 6.8, South Carolina ETV was allowed access for streaming the meeting. You may access an archived video of this meeting by visiting the South Carolina General Assembly's website (http://www.scstatehouse.gov) and clicking on *Committee Postings and Reports*, then under *House Standing Committees* click on *Legislative Oversight*. Then, click on *Video Archives* for a listing of archived videos for the Committee.

## Attendance

I.   The Law Enforcement and Criminal Justice Subcommittee meeting was called to order by Chairman Edward R. Tallon, Sr., on  Monday, November 6, 2017, in Room 110 of the Blatt Building. The following members of the Subcommittee were present for either all or a portion of the meeting: Chairman Tallon and Representative William M. Hixon.

II.  Chairman Tallon explains there is not a quorum physically present, so there will be no motions or votes during this meeting.  Chairman Tallon further explains Representative Arrington is watching the meeting as it streams live and will text members any questions she has for the agency.

## Minutes

I.  House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings. It is the practice of the Legislative Oversight Committee to provide minutes for its subcommittee meetings.

## Discussion of the Department of Natural Resources

I.  Chairman Tallon explains the purpose of the meeting today is to receive details about the agency's Boating Access and Engineering Section; Office of Environmental Programs; and Law Enforcement Division (LE). He reminds those who were sworn in during prior meetings that they remain under oath anytime they are with the Subcommittee or Committee. Also, he swears in the following individuals:

   a. Mr. Richard Byrd, Chief Engineer, Boating Access & Engineering Section;
   b. Ms. Lorianne Riggin, Program Manager II, Office of Environmental Programs;
   c. Mr. Bill Marshall, Program Manager, Office of Environmental Programs.
   d. Captain Lee Ellis, Administration and Grants, Law Enforcement Division; and
   e. Captain Billy Downer, Education and Outreach, Law Enforcement Division.

II.  Mr. Breck Carmichael, Special Assistant to the Director provides information on the following topics related to Boating Access & Engineering Section:

   a. Organization of the division;
   b. Products and services;
   c. Portions of the agency's strategic plan related to the division;
   d. Strategic resource allocation; and
   e. Performance measures.

   Subcommittee members ask questions which Mr. Carmichael and other agency representatives answer.

III.  Mr. Breck Carmichael, Special Assistant to the Director provides information on the following topics related to Office of Environmental Programs:

   a. Organization of the division;
   b. Products and services;

c. Portions of the agency's strategic plan related to the division;
d. Strategic resource allocation; and
e. Performance measures.

Subcommittee members ask questions which Mr. Carmichael and other agency representatives answer.

IV. Subcommittee members ask questions related to Information Technology and the Rules and Regulations publication which Mr. Mark Litz, Information Technology Director, and Mr. Scott Speares, Assistant Deputy Director for Office of Support Services, answer.

V. Chairman Tallon recognizes Mr. Pullium, DNR Board Member, to make brief remarks.

VI. Colonel Chisolm Frampton, Law Enforcement Division, provides information on the following topics related to the Law Enforcement Division:

a. Organization of the division;
b. Products and services;
c. Portions of the agency's strategic plan related to the division;
d. Strategic resource allocation; and
e. Performance measures.

Subcommittee members ask questions which Colonel Carmichael and other agency representatives answer.

V. Ms. Shannon Bobertz, Chief Counsel for DNR, presents some of the Law Enforcement Division's recommendations for changes in law. The Subcommittee will continue receiving the recommendations at the next meeting.

VII. There being no further business, the meeting is adjourned.

## Study Update - Department of Natural Resources

- March 11, 2015 - Agency submits its **Annual Restructuring and Seven-Year Plan Report**, which is available online.

- January 8, 2016 - Agency submits its **Annual Restructuring Report**, which is available online.

- September 2016 - Agency submits its 2015-16 Accountability Report/2017 Annual **Restructuring Report**.

- May 10, 2017 - **Full committee votes to make the agency the next agency for the Law Enforcement and Criminal Justice Subcommittee to study**.  Video of the meeting is available online.

- May 19, 2017 - Agency receives notice that it has been selected for study.

- June 27 - July 28, 2017 - Committee solicits input from the public about the agency in the form of an **online public survey**.  The results of the public survey are available online.

- August 30, 2017 - Agency submits its **Program Evaluation Report**, which is available online.

- September 25, 2017 - Subcommittee meets with agency (**Meeting #1**) to discuss the agency's history; legal directives; mission and vision; general information about employees; and agency organization.

- October 4, 2017 - Subcommittee meets with agency (**Meeting #2**) to discuss the agency's Office of Media and Outreach; Office of Support Services; and recommendations relating to the agency as a whole.

- October 9, 2017 - Subcommittee meets with agency (**Meeting #3**) to discuss the agency's Marine Resource Division and tour the agency's Marine Resource Divisions office in Fort Johnson, Charleston.

- October 16, 2017 - Full Committee meets with agency (**Meeting #4**) to receive public input.

- October 17, 2017 - Subcommittee meets with agency (**Meeting #5**) to discuss the agency's Land, Water, and Conservation Division.

- October 23, 2017 - Subcommittee meets with agency (**Meeting #6**) to discuss the agency's Wildlife and Freshwater Fisheries Division.

- November 6, 2017 - Subcommittee meets with agency (**Meeting #7**) to discuss the agency's Office of Environmental Programs/Boating Access and Engineering Section; and the agency's Law Enforcement Division.

- November 30, 2017 - (TODAY) Subcommittee meets with agency (**Meeting #8**) to discuss materials received from the agency in response to Subcommittee letters; follow-up questions about agency divisions; and provide entities potentially impacted by the agency's law recommendations an opportunity to testify.

- Ongoing - Public may submit written comments on the Oversight Committee's webpage on the General Assembly's website (www.scstatehouse.gov).

# AGENCY SUMMARY DATA

In the Program Evaluation Report (PER), the Committee asks the agency to provide information, which the agency presented, along with additional information, during the past seven Subcommittee meetings.  Below is a brief summary of some of that data.  Additional information is available on the Committee's webpage.

## History
DNR provided testimony about its history during the Subcommittee's September 7, 2017, meeting.  Key dates in the agency's history are included in the meeting packet from that meeting.  Also, they are on the Oversight Committee's webpage.

## Legal Directives
The importance of conserving natural resources, as well as the traditions of hunting and fishing, are outlined in Article I, Section 25 and Article XII, Section 1 of the South Carolina Constitution.  The South Carolina Department of Natural Resources, through S.C. Code Ann. 48-4-10, administers and enforces State laws relating to wildlife, marine resources, and natural resources.  This statute is the basis for the agency's mission and vision.

## Mission and Vision
DNR's mission is to "Serve as the principal advocate for and steward of South Carolina's natural resources."   DNR's vision is to "Be a trusted and respected leader in natural resources protection and management, by consistently making wise and balanced decisions for the benefit of the state's natural resources and its people."

## Governing Body (i.e., director, commissioners, trustees, etc.)
The governing body of the department is the DNR Board.  The board sets policy of the department, but it has no duty or authority concerning the management of, control over, or administration of the day to day affairs of the department.  (S.C. Code Ann. 48-4-50).  Members of the board are appointed by the Governor with the advice and consent of the Senate.  One member must be appointed from each of the seven congressional districts.  Board members serve four year-terms and until the successors are appointed and qualify. (S.C. Code Ann. 48-4-30).  The board appoints a director, upon advice and consent of the Senate. (S.C. Code Ann. 48-4-60).  The director serves at the pleasure of the board and is the administrative head of the department.  (S.C. Code Ann. 48-4-60).  Additional information about the agency's governing body is available in the Subcommittee's September 7, 2017 meeting packet and on the Committee's webpage.

## Employees and Organizational Chart
Figure 1A includes information provided by the agency about agency staffing.  Figure 1B includes the agency's organizational chart, current as of August 9, 2017.

### Exit Interviews
The agency indicates, in its PER, that during FY 2014-15 through FY 2016-17, it has an exit interview and/or survey when employees leave the agency.[1] In the November 6, 2017, Subcommittee meeting, agency representatives testified the agency 's internal recommendation #17 resulted from the agency's analysis of information obtained through the exit interviews.

## South Carolina Department of Natural Resources
### Office of Human Resources



**FILLED POSITIONS**

Legend: ■ FTE ■ Grant, Time Limited ■ Temporary (hourly)
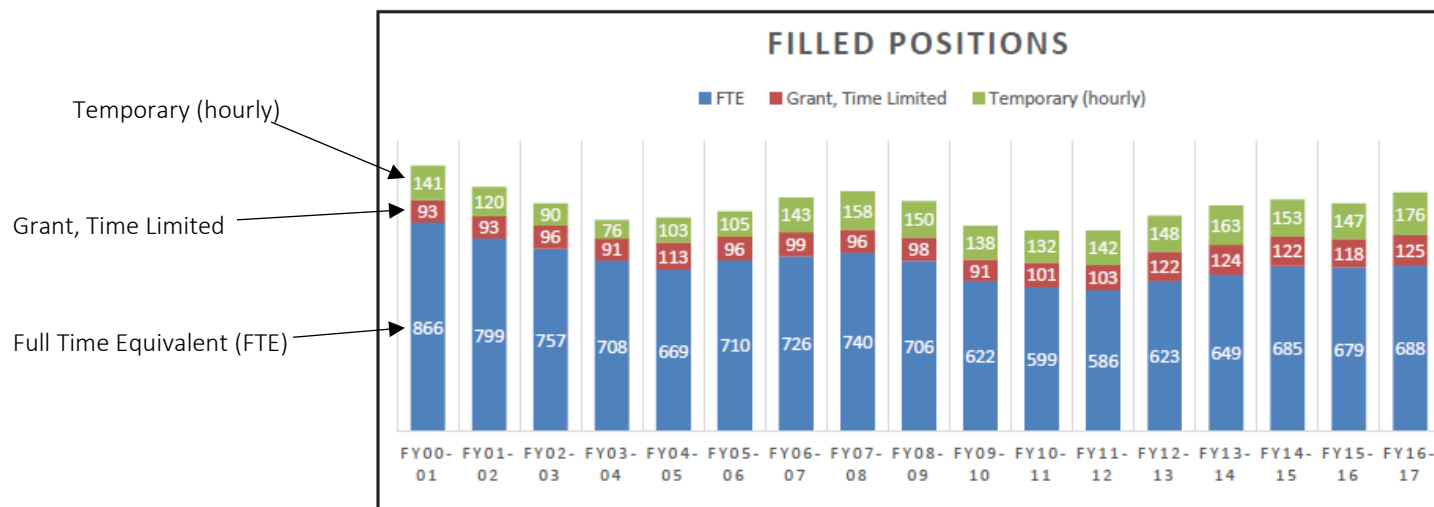
Temporary (hourly)

Grant, Time Limited

Full Time Equivalent (FTE)

| | FY00-01 | FY01-02 | FY02-03 | FY03-04 | FY04-05 | FY05-06 | FY06-07 | FY07-08 | FY08-09 | FY09-10 | FY10-11 | FY11-12 | FY12-13 | FY13-14 | FY14-15 | FY15-16 | FY16-17 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Temporary (hourly) | 141 | 120 | 90 | 76 | 103 | 105 | 143 | 158 | 150 | 138 | 132 | 142 | 148 | 163 | 153 | 147 | 176 |
| Grant, Time Limited | 93 | 93 | 96 | 91 | 113 | 96 | 99 | 96 | 98 | 91 | 101 | 103 | 122 | 124 | 122 | 118 | 125 |
| FTE | 866 | 799 | 757 | 708 | 669 | 710 | 726 | 740 | 706 | 622 | 599 | 586 | 623 | 649 | 685 | 679 | 688 |



**Turnover**
Provided by HRD
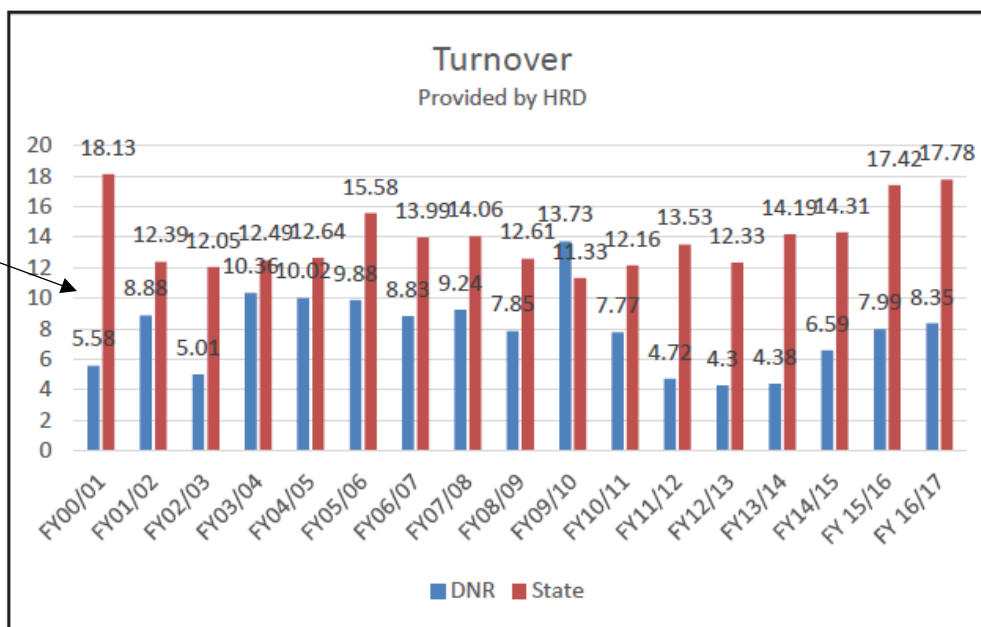
For each year…

First number is DNR.

Second number is State.

Legend: ■ DNR ■ State

| Reason | Turnover for FY 14/15 | Turnover for FY 15/16 | Turnover for FY 16/17 |
|---|---|---|---|
| Personal | 27 | 31 | 20 |
| Retirement | 10 | 12 | 28 |
| Diff Job/Diff State Agency | 4 | 5 | 4 |
| Outside State Gov | 1 | 5 | 6 |
| Conduct | 1 | 1 | 1 |
| Deceased | 0 | 1 | 0 |

Figure 1A. Filled positions, turnover, and reason for turnover annually from FY 2000-01 through FY 16-17.

**Department of Natural Resources Board**
(Sets policy only, "no duty or authority concerning the management of, control over, or administration of the day to day affairs of the department." S.C. Code 48-4-50)

Note: Organizational units below are reflected in SCEIS' PPOSE screen along with the addition of some specialized programs.

**DNR Director**

- Legal Office
- Human Resources Office
- Audits Manager
- Legislative Liaison

## Office of Media and Outreach

- Diversity Outreach
- Graphics
- Litter
- Outreach
  - Marketing
- Media Relations
- SC Wildlife Magazine
- Video/Production
- Special Events (PSC*, Camp Wildwood, etc.)

## Special Assistant to the Director

- Office of Environmental Programs (OEP)
  - Engineering & Boating Access

## Marine Resources Division Deputy Director

- Asst. Deputy Director
  - Fisheries Management
  - Commercial licensing, permitting & shellfish mgmt.
  - Fisheries Statistics & Compliance
  - Recreational Fisheries Development & Survey
- Marine Operations
  - Business Office
  - Facilities Mgmt.
  - Information Technology
  - Vessel Operations
- Coastal Reserves and Outreach
  - Sea Turtle
  - ACE Basin NERR*
  - Boater/Angler Outreach
  - BIG/CVA

### Marine Resources Research Institute (MRRI)

- Ecosystem Research/Monitoring
- Shellfish Research/Monitoring
- Waddell Mariculture Center
- Estuarine Finfish Research/Monitoring
- Coastal Finfish Research/Monitoring
- Crustacean Research/Monitoring

## Wildlife & Freshwater Fisheries Deputy Director

- Chief Wildlife Regional Operations
  - Region 1, 3 & Heavy Equipment
  - Region 2 & 4
  - Forester
- Chief Research and Survey
  - Furbearer Program
  - Bird Conservation
  - Herpetologist
  - Big Game Program
  - Small Game Program
  - Draw Hunt
  - Alligator Program
- Chief Freshwater Fisheries
  - Asst. Chief Freshwater
  - Business Manager
  - Region 1
  - Region 2
  - Region 3
  - Region 4
  - Fish Research
  - Hatcheries Coordination
  - Diadromous Fish
  - Aquatic Education
- Asst. Deputy Director
  - Executive Support
  - State Wildlife Grants

## Land, Water & Conservation Deputy Director

- Business Manager
- GIS
- Aquatic Nuisance Species
- Climatology
- Flood Mitigation
- Earth Science Group
  - Geological Survey
  - Hydrology
  - Digital Mapping
  - Fed. Energy Regulatory Commission (FERC) License/Scenic Rivers
  - Soil and Water Conservation Districts
  - Habitat Protection (Heritage Trust Program)
  - Endangered Species (Heritage Trust Program)
  - Cultural Preserve Management (Heritage Trust Program)
    - Cultural Preserves
    - Archaeology

## Law Enforcement Colonel

- Business Manager
- Major Staff Operations
  - Captain Education
  - Captain EMD and Operational Support
    - Aviation
    - EMD* & Homeland Sec.
    - Styx*
    - Communications
  - Captain Records & Administration
    - Records & Grants
    - Operation Game Thief
    - Training
- Major Region 1, 2, 3, and K-9
- Major Region 4 and Investigations
- Governor's Detail

## Office of Support Services Deputy Director

- Asst. Deputy Director
  - Business Manager
- Business and Finance
  - Procurement
  - Finance
  - Grants
- Customer Service
  - Licensing
  - Columbia Boating
  - Charleston Boating
  - Customer Service Training
- Information Technology
  - Database A & B
  - Webmaster
  - GIS
  - Software Design
  - Help Desk
  - Tech Development
  - Document Manager

*PSC is Palmetto Sportsmen's Classic. *ACE Basin NERR is the Ashepoo-Combahee-Edisto basin National Estuarine Research Reserve. *Styx is a physical building off Fish Hatchery Road that houses the Law Enforcement (LE) Radio Room (the communication center) as well as the Supply and Receiving for Law Enforcement, as well as some training classrooms, and Region 3 LE office. *EMD is Emergency Management Division.

Figure 1B. Organizational Chart as of August 9, 2017

## Organizational Units

The agency's Program Evaluation Report (PER) includes information about its organizational units.[2] Every agency has some type of organization and hierarchy. Within the organization are separate units. An agency may refer to these units as departments, divisions, functional areas, cost centers, etc. Each unit is responsible for contributing to the agency's ability to provide services and products.

To ensure agency employees understand how their work contributes to the agency's overall ability to provide effective services and products in an efficient manner, each organizational unit has at least one (and in most cases multiple), objectives, strategies, or goals for which it is solely responsible.

DNR is comprised of six organizational units: (1) Executive (includes Legal Office, Office of Human Resources, Audits Manager, Legislative Liaison, Special Assistant to Director, Office of Media and Outreach); (2) Office of Support Services Division; (3) Law Enforcement Division; (4) Marine Resources Division; (5) Wildlife and Freshwater Fisheries Division; and (6) Land, Water and Conservation Division.

# AGENCY FOLLOW UP INFORMATION

The Subcommittee sent the agency follow-up questions after each of its previous meetings. These letters include the following:

- Letter from Oversight Subcommittee to DNR (October 11, 2017)
  - The Subcommittee sent this letter after its October 4 and October 9, 2017, Subcommittee meetings. The letter requests additional information about the following topics: (1) hiring; (2) salaries and bonuses; (3) drug testing; (4) turnover; (5) employee morale/satisfaction; (6) outside surveys; (7) finances and fees; (8) credit card fees; (9) lease agreements; (10) contracts; (11) rescues/emergencies; (12) litter; (13) pocket ranger mobile application; (14) wildlife magazine; (15) horseshoe crabs; (16) loggerhead turtle nests; (17) Saltwater Recreational Fisheries Advisory Committee; (18) e-ticketing; (19) agency's law change recommendation; and (20) record retention/archive.

- Letter from Oversight Subcommittee to DNR (October 23, 2017)
  - The Subcommittee sent this letter after its October 17, 2017, Subcommittee meeting. The letter requests additional information about the following topics: (1) aquatic plant management council; (2) heritage trust; (3) soil and water conservation district; (4) flood insurance policy surcharge; and (5) scenic rivers.

- Letter from Oversight Subcommittee to DNR (October 26, 2017)
  - The Subcommittee sent this letter after its October 23, 2017 Subcommittee meeting. The letter requests additional information about the following topics: (1) fish kill; (2) fish hatcheries; (3) wildlife managed areas; (4) call-in programs; (5) dike repair and maintenance; (6) permits; (7) information technology; and (8) agency law recommendation.

- Letter from DNR to Oversight Subcommittee (October 27, 2017) and exhibits A through N
  - DNR provides responses to the Oversight Subcommittee's October 11, 2017, letter which included follow-up questions from the Subcommittee meetings on October 4, 2017, (Overview, Office of Media and Outreach, Office of Support Services, etc.), and October 9, 2017, (Marine Resources Division).

- Letter from DNR to Oversight Subcommittee (November 3, 2017) and exhibits A through E
  - DNR provides responses to the Oversight Subcommittee's October 23, 2017, letter which included follow-up questions from the Subcommittee meeting on October 17, 2017, (Land, Water, and Conservation Division).

- Letter from Oversight Subcommittee to DNR (November 13, 2017)
  - The Subcommittee sent this letter after its November 6, 2017, Subcommittee meeting. The letter requests additional information about the following topics related to the Office of Environmental Programs: (1) deliverables; and (2) Federal Energy Regulation Commission (FERC). The letter also requests information about the following topics related to the Law Enforcement Division: (1) employees; (2) equipment; (3) boater education; (4) deliverables; (5) performance; (6) finances; (7) emergencies/natural disasters; (8) internal affairs; and (9) agency recommendations from the Program Evaluation Report.

- Letter from DNR to Oversight Subcommittee (November 17, 2017)
  - o DNR provides responses to the Oversight Subcommittee's October 26, 2017, letter which included follow-up questions from the Subcommittee meeting on October 23, 2017, (Wildlife and Freshwater Fisheries).

- Letter from DNR to Oversight Subcommittee (November 22, 2017)
  - o DNR provides responses to the Oversight Subcommittee's November 13, 2017, letter which included follow-up questions from the Subcommittee meeting on November 6, 2017, (Office of Environmental Programs; Boating Access; Engineering Section; and Law Enforcement Division).

These questions and responses are grouped together by agency organizational unit. They are included, with a brief summary of the organizational unit, in each of the next sections of this packet.

# AGENCY LAW RECOMMENDATIONS

## Summary

In the Program Evaluation Report, the Committee asks the agency to provide a list of recommendations related to internal changes and changes in laws, which may improve the agency's efficiency and effectiveness, or update antiquated laws.

## Recommendations not yet presented

During the Subcommittee meeting on November 6, 2017, there were some recommendations for changes in law related to the law enforcement division which the agency did not have an opportunity to present.  Those recommendations are included below.

- Law Recommendations
    - o  #47: S.C. Code Ann. 50-5-2515
    - o  #48: S.C. Code Ann. 50-5-2545
    - o  #49: S.C. Code Ann. 50-9-1140
    - o  #50: S.C. Code Ann. 50-9-1150
    - o  #51: S.C. Code Ann. 50-9-1160
    - o  #78: S.C. Code Ann. 50-23-11
    - o  #84: Regulations 123-2 through 123-9
    - o  #86: Regulation 123-601
    - o  #87: Regulations 123.10 through 123.19.31

## Law Recommendation # 47: S.C. Code Ann. 50-5-2515

Recommendation and rationale for recommendation: Amend.  The department requests that the requirement "return receipt requested" (RRR) for mailing be eliminated from hunting and fishing license suspension notification.  The Department of Motor Vehicles does not require driver's license suspensions be sent RRR, therefore the department would like the same requirements.  The RRR is expensive, and most times it gets returned for non-receipt. Instead the department would request to send the letter regular mail to the last address known to the department, the same requirement for DMV.

SECTION 50-5-2515. Notice of suspension; request for review.
Upon determination by the department that a person or entity has accumulated sufficient points to warrant the suspension of any saltwater privilege, the department must notify the person or entity in writing, ~~return receipt requested~~that his saltwater privilege has been suspended, and the person or entity must return all the suspended licenses, stamps, or permits in his name to the department within ten days.
HISTORY: 2000 Act No. 245, Section 13; 2002 Act No. 342, Section 44.

Presented and Approved by Board/Commission: Y

Other Agencies Impacted:  None


## Law Recommendation # 48: S.C. Code Ann. 50-5-2545

Recommendation and rationale for recommendation: Repeal.  The points received prior to the Marine Resources Act of 2000 would have expired. This statute is no longer necessary.

~~SECTION 50-5-2545. Prior points and suspensions.~~
~~All points received prior to the effective date of the Marine Resources Act of 2000 shall be assigned under the "commercial category" and remain effective until the validity of these points no longer exists. All suspensions and actions prior to the Marine Resources Act of 2000 remain in effect under the previous mandates until expired.~~

Presented and Approved by Board/Commission: Y

Other Agencies Impacted:  None


## Law Recommendation # 49: S.C. Code Ann. 50-9-1140

Recommendation and rationale for recommendation: Amend.  The department requests that the requirement "return receipt requested" (RRR) for mailing be eliminated from hunting and fishing license suspension notification.  The Department of Motor Vehicles does not require driver's license suspensions be sent RRR, therefore the department would like the same requirements.  The RRR is expensive, and most times it gets returned for non-receipt. Instead the department would request to send the letter regular mail to the last address known to the department, the same requirement for DMV.

SECTION 50-9-1140. Suspension of hunting and fishing privileges.

The department shall suspend for one year the hunting and fishing privileges of a person who has eighteen or more points. ~~The suspension begins the eleventh day after the person receives written notice by mail, return receipt requested, of the suspension, and ends the same day the following year.~~ The notice of suspension must be given by the department by depositing the notice in the United States mail with postage prepaid addressed to the person at the address contained in the records of the department. The giving of notice by mail is complete ten days after the deposit of the notice, and ends the same day the following year. A certificate by the director of the department, or his designee, that the notice has been sent as required in this section is presumptive proof that the requirements as to notice of suspension have been met even if the notice has not been received by the addressee.

HISTORY: 1996 Act No. 372, Section 2.

Presented and Approved by Board/Commission: Y

Other Agencies Impacted:  None

## Law Recommendation # 50: S.C. Code Ann. 50-9-1150

Recommendation and rationale for recommendation: Amend.  The Administrative Procedures Act was established subsequent to this statute being passed, so all license suspensions are reviewed by the Administrative Law Court.

SECTION 50-9-1150. Notice of suspension; review by department.

(B)A person or entity whose privileges have been suspended may appeal the decision of the department under the Administrative Procedures Act.

~~(B) The person may, within ten days after notice of suspension, request in writing a review, and upon receipt of the request, the department shall afford him a review. The department shall notify him of the date, time, and place of the review and the person shall have the right to have his attorney present with him if he so desires.~~

~~(C) If the person requests a review, the suspension shall be held in abeyance until the day of the final disposition of his review by the department and if the suspension is upheld, the suspension shall commence on the eleventh day thereafter and end on the same day of the following year. The review by the department shall be limited to a determination of the validity of the violations and points assessed. No probationary authority is given to the department by discretion or otherwise.~~

Presented and Approved by Board/Commission: Y

Other Agencies Impacted:  Administrative Law Court

## Law Recommendation # 51: S.C. Code Ann. 50-9-1160

Recommendation and rationale for recommendation: Repeal.  The Administrative Procedures Act was established subsequent to this statute being passed, so all license suspensions are reviewed by the Administrative Law Court, not a Circuit Court Judge.

SECTION 50-9-1160. Review by circuit judge.
(A) A person whose privileges have been suspended under the provisions of this article may, within ten days after notice of the result of the review, apply to the resident or presiding circuit judge of the circuit in which the applicant resides for a review upon the record certified to by the board to determine if the action taken by the department is lawful and in accordance with the provisions of this article. The person shall have the right to have his counsel present with him if he so desires.
(B) If the person requests a review upon the record the suspension shall be held in abeyance until the day of the final disposition of the review upon the record and if the suspension is upheld, the suspension shall commence on that day and end on the same day of the following year.

Presented and Approved by Board/Commission: Y

Other Agencies Impacted:  None


## Law Recommendation # 78: S.C. Code Ann. 50-23-11

Recommendation and rationale for recommendation: Amend.  The demonstration numbers should be displayed, but not permanently affixed.

SECTION 50-23-11. Dealer demonstration numbers; unauthorized use; penalties.
(B) The demonstration numbers must not be permanently attached to the vessel but must be displayed on board at all times.
If a dealer allows the operation of a watercraft with demonstration numbers, the dealer shall execute a form identifying the date and time, the specific watercraft, the dealer's permit number, the demonstration number, the purpose for which the watercraft is being operated and if for a prospective sale, the form must include the name of the prospective buyer, the date, the specific watercraft, the dealer's permit number, and the demonstration number. The form and the dealer demonstration number must be on board during operation. The dealer demonstration number must be displayed but must need not be permanently attached. Operations with dealer demonstration numbers are limited to seventy-two consecutive hours. This form is not required of owners, employees, or corporate officers who carry dealer identification and who are authorized to use demonstration numbers as provided herein.

Presented and Approved by Board/Commission: Y

Other Agencies Impacted:  None

## Law Recommendation # 84: Regulations 123-2 through 123-9

Recommendation and rationale for recommendation: Repeal.  These are no longer used by the agency and have been codified in statute.

123-2 Accident Reports.
The operator of every vessel involved in a boating accident shall file a report in writing whenever the accident results in loss of life, loss of consciousness, medical treatment or disability in excess of 24 hours, or property damage in excess of two hundred (200.00) dollars.
Reports in death and injury cases shall be submitted within forty-eight (48) hours; reports in other cases are required within five (5) days.
In the case of a reportable accident the operator of any vessel involved shall file the report with the S.C. Wildlife and Marine Resources Department, Division of Boating.
Those having to file accident reports may obtain forms from Division of Boating, S.C.W.M.R.D.

123-3 Lights.
Every vessel at anchor, whether occupied or not, shall display anchor lights between official sunset and sunrise. Except, that anchor lights do not have to be displayed on a vessel anchored in a "special anchorage area" designated as such by the U. S. Army Corps of Engineers, the U. S. Coast Guard or the S. C. Wildlife and Marine Resources Department.

123-4 Rule and Regulation Adopting Certain Federal Rules and Regulations.
All aids to navigation and regulatory markers erected by the Corps of Engineers on the Atlantic Intra-coastal Waterway pursuant to Federal Law are hereby declared to be S.C.W.M.R.D. aids to navigation and regulatory markers pursuant to Section 50-21-710 of the 1976 Code, and are hereby declared to be the law of this State.

123-5 Renewal of Certificates of Numbers.
Certificates of Number are void after the dates of expiration thereon.
A number not renewed as prescribed by Section 50-21-370 of the 1976 Code, may be renewed after the expiration date of the Certificate of Number if the renewal application is received within one year from the date of expiration as shown on the Certificate of Number. Each renewal Certificate of Number shall be valid for a period ending three years from the date of expiration of the certificate renewed.
A renewal application received more than a year after the date of expiration of the Certificate of Number shall be treated in the same manner as an application for an original number.

123-6 How Vessel to be Numbered.
1. No person may use a vessel unless it has a number issued on a certificate of number and the number displayed must:
(1) Be painted on or permanently attached to each side of the forward half of the vessel except as allowed by paragraph 2 or required by paragraph 3 of this rule;
(2) Be in plain vertical block characters of not less than 3 inches in height;
(3) Contrast with the color of the background and be distinctly visible and legible;
(4) Have spaces or hyphens that are equal to the width of a letter other than "I" or a number other than "1" between the letter and number groupings (Example: DC 5678 EF or DC-5678-EF, and

(5) Read from left to right.
2. When a vessel is used by a manufacturer or by a dealer for testing or demonstrating, the number may be painted on or attached to removable plates that are temporarily but firmly attached to each side of the forward half of the vessel.
3. On vessels so configured that a number on the hull or superstructure would not be easily visible, the number shall be painted on or attached to a backing plate that is attached to the forward half of the vessel so that the number is visible from each side of the vessel.

123-7 Vessel Registration.
1. In order to operate on waters of this state a vessel shall be registered and numbered in the owner's name within thirty (30) days from the date it was purchased.
2. In order to operate a vessel on the waters of this State during such thirty (30) day period the operator shall have in his possession the Bill of Sale or the Certificate of Title for the vessel.

123-9 Display of Decals Bearing Title Number.
1. A decal issued by the S.C.W.M.R.D., Division of Administrative Services, when the outboard motor is titled pursuant to Title 50, Chapter 23, of the 1976 Code, bearing the title number of the outboard motor, shall be affixed to the starboard side of the outboard motor cover.
2. A decal issued by the South Carolina Wildlife and Marine Resources Department, Division of Administrative Services, when the watercraft is titled pursuant to Title 50, Chapter 23, of the 1976 Code, bearing the title number of the unregistered watercraft, shall be affixed to the right starboard outboard side of the transom within six inches of the top of the transom right above the waterline, or if there is no transom then affixed to the starboard outboard side of hull, aft, within one foot of the stern and within six inches of the top of the hull side, gunwale or hull/deck joint, whichever is lowest. On catamarans and pontoon boats with replaceable hulls, to the aft crossbeam, within eighteen (18) inches of the starboard hull attachment. Decal should not cover the hull identification number.

Presented and Approved by Board/Commission: Y

Other Agencies Impacted:  None


## Law Recommendation # 86: Regulation 123-601

Recommendation and rationale for recommendation: Repeal.  This is an antiquated regulation that is no longer used.

123-601 Use of Warning Tickets.
The use of warning tickets is limited to misdemeanor cases under Title 50 in which the Conservation Officer in his judgment determines that the enforcement of the law, the education of the public, and the protection of the resources of this state will best be served by the issuance of a warning ticket in lieu of a summons ticket.
The form prescribed for such warning ticket shall be substantially as below and the ticket shall be issued in triplicate with one copy to the violator, one copy retained by the officer and one copy forwarded to the Chief of Law Enforcement or his designee.

The form of the South Carolina Wildlife and Marine Resources Department Warning Ticket shall have the following information:
1. Name of Department -S.C. Wildlife & Marine Res. Dept.
2. Name of Form -Violation Warning Notice
3. Name of violator
4. Social Security number of violator
5. Address of violator
6. Date of birth of violator
7. Date of warning
8. Violation
9. Code section
10. Location
11. The following statement: "This warning carries with it a request to learn and abide by all Fish, Game and Boating Laws so that our natural resources can be safely enjoyed by present and future generations."
12. Signed by Conservation Officer
13. Radio call number of Conservation Officer
14. County of violation
15. A listing as follows with a box to mark type of violation:
i.e. Game and Fish, Boating, Commercial Fishing

Presented and Approved by Board/Commission: Y

Other Agencies Impacted:  None

## Law Recommendation # 87: Regulations 123.10 through 123.19.31

Recommendation and rationale for recommendation: Amend and Repeal.  The statute and regulations allow for the uniform marking of wake zones as determined for safety reasons by the Director, or his designee.  Also, the department needs to update the title of the department related to Lake Hartwell and needs authority to enforce Army Corp of Engineer aids to navigation on Lake Thurmond.  These remaining regulations that are no longer used by the department.

123-10 Restriction of Watercraft in Certain Areas.
The use of watercraft shall be restricted in certain areas of the waters of the State of S.C. when the Director, or his designee, determines that such restriction is necessary in the interest of public safety.
The regulated areas shall be identified by appropriate signs and markers.
Such signs and markers shall conform to the system of aids to navigation prescribed by the U.S. Coast Guard and to the systems of uniform waterway markers approved by the advisory panel of State officials to the Merchant Marine Council, U.S. Coast Guard, in October 1961.
No city, county, agency or person shall attempt to regulate the waters of this State by the use of the above mentioned signs and markers.

123-11 Garden City Canal (Murrel's Inlet Area) - Restriction of Watercraft.

The use of watercraft will be restricted in the waters in the Garden City Canal, in the Murrels Inlet Area, of Georgetown County and Horry County, S.C. The Garden City Canal begins at a point on Main Creek (near the Mouth of Murrells Inlet), runs parallel to the Atlantic Ocean to a point on the highway and causeway from the mainland to Garden City (S.C. Highway Number 26-51), and runs parallel to such highway and causeway to a point on Main Creek near the bridge of S.C. Highway Number 26-51.

No person shall water ski or ride on a surfboard or similar object in the Garden City Canal except during the time of each day from one and one-half (1 1/2 ) hours before and after the mean high tide of the Garden City Canal. There shall not be any water skiing on any such object outside of the wake of the boat pulling the water skier.

The regulated areas of Garden City Canal shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the U.S. Coast Guard and to the system of uniform waterway markers approved by the advisory panel of State officials to the Merchant Marine Council, U.S. Coast Guard, in October 1961.

123-12 Orange Canal, French Quarter Creek - Restriction of Watercraft.

The use of watercraft will be restricted in the waters in Orange Canal, a tributary of French Quarter Creek, Berkeley County, S.C. The restricted or controlled area shall begin at the mouth of Orange Canal (where Orange Canal empties into French Quarter Creek) and shall extend to where Orange Canal flows under the bridge at S.C. Highway No. S.898.

No person shall operate any vessel in the restricted or controlled area of Orange Canal at any speed that will produce a wake.

The regulated area of Orange Canal shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the U.S. Coast Guard and to the system of uniform waterway markers approved by the advisory panel of State officials to the Merchant Marine Council, U.S. Coast Guard.

123-13 Saluda Lake (Jerry's Cove) - Restriction of Watercraft.

The use of watercraft will be restricted in a certain portion of the waters of Saluda Lake, in the Saluda River, Greenville County. The restricted or controlled area shall be the cove known as Jerry's Landing Cove, or Saluda Lake Motor Boat Club Cove, and shall include the entire Cove from Jerry's Landing to six thousand (6,000') feet from Jerry's Landing.

No person shall operate any vessel in the restricted or controlled area of Jerry's Landing Cove, or Saluda Lake Motor Boat Club Cove, at any speed that will produce a wake.

The regulated area of Jerry's Landing Cove, or Saluda Lake Motor Boat Club Cove, shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the U.S. Coast Guard and to the system of uniform waterway markers approved by the advisory panel of State officials to the Merchant Marine Council, U.S. Coast Guard.

123-14 Lake Marion (Cantey Bay) - Restriction of Watercraft.

The use of watercraft will be restricted in the waters in a 318 acre area on the west side of Cantey Bay, Lake Marion, Clarendon County, S.C., from 1 November through 15 March of each year. The restricted or controlled area lies north of U.S. Highway Numbers 15 and 301, on the west side of Cantey Bay, and adjacent to the Bluff Unit of the Santee National Wildlife Refuge. For a more detailed description as to the courses, metes and bounds of the area herein restricted, reference may be had to the plat prepared by the U.S. Department of the Interior, Fish and Wildlife Service, entitled "Santee National Wildlife Refuge", showing an

enclosed area of 318 acres within "Cantey Bay", and with the Legend "Area closed to boat traffic from November 1 to March 15 each year".

No person shall operate any vessel in the restricted or controlled 318 acre area of Cantey Bay, Clarendon County, S.C., from 1 November through 15 March of each year.

The regulated area of Cantey Bay shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the U.S. Coast Guard and to the system of uniform waterway markers approved by the advisory panel of State officials to the Merchant Marine Council, U.S. Coast Guard. The regulated area lines will be posted with standard "Closed Area" signs during that period of the year when boat use is prohibited.

123-15 Ashepoo River.

The use of watercraft will be restricted in certain portions of the waters of the Ashepoo River, Colleton County, South Carolina. The restricted or controlled area shall begin at the Seaboard Coast Line Railroad trestle on the Ashepoo River and shall extend to the mouth of Horseshoe Creek.

No person shall operate any vessel in the restricted or controlled area of Ashepoo River at any speed that will produce a wake.

The regulated area of Ashepoo River shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the U.S. Coast Guard and to the system of uniform waterway markers approved by the advisory panel of State officials to the Merchant Marine Council U.S. Coast Guard.

123-16 Lake Hartwell or ~~or~~ Lake Thurmond.

All aids to navigation and regulatory markers erected by the Corps of Engineers on Lake Hartwell or Lake Thurmond pursuant to Federal Law are hereby declared to be SCDNR aids to navigation and regulatory markers pursuant to Section 50-21-710, 1976 S.C. Code of Laws, and are hereby declared to be the law of the State.

123-18 Lake Marion (Pine Island Unit) (Cantey Bay).

Watercraft is restricted in certain portions of Lake Marion in Clarendon County from November 1 to February 28 of each year, except property owners and leasees adjacent to Cantey Bay with special permission from the U.S. Fish and Wildlife Service. The controlled area shall include a section of the Pine Island Unit, and an area between 100 Acre Island and Round Island.

(For a complete text, see copy on file in the office of the Secretary of State.)

123-19 No Wake Zones.

No wake zones are created in certain portions of the waters of Lake Marion (Rowland's Subdivision Cove, Brown's Camp Cove, Birch Branch Cove, Polly Cantey Pond, Phillip's Cove, Poplen Creek), The Beaufort River, Big Bay Creek, Broad Creek, Lake Murray (Wells Marina, Adams Bridge, Little Hollow Creek Bridge, Big Hollow Creek Bridge, Big Hollow Creek Wooden Bridge, SCE & G Park Launching Ramp Number Seven, Johnson's Marina Cove), Lake Moultrie (Jack's Hole Cove), Wateree Lake (Beaver's Creek Bridge, Wateree Creek Bridge, Taylor's Creek Bridge, Dutchman's Creek Bridge, Colonel's Creek Bridge, Wateree Marina), Foster Creek, Lake Wylie (Moores Landing Marina), Lake Greenwood (Cothram's Bridge), Old Town Creek, Jeremy Creek.

(Those interested in the complete text of any of the regulations creating such no wake zones are referred to the copies on file in the office of the Secretary of State.)

123-19.1 Lake Moultrie (Lions Beach) - Restriction of Watercraft.
The use of watercraft will be restricted in a certain portion of the waters of Lake Moultrie, Berkeley County, South Carolina. The restricted or controlled area shall be all waters within the swimming area at Lions Beach indicated on the attached map.
No person shall operate any vessel in the restricted or controlled area.
The regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.



123-19.2 Restrictions on Use of Watercraft in Certain Portions of Waters of Lake Murray, Lexington County, South Carolina.
1. That the use of watercraft will be restricted in a certain portion of the waters of Lake Murray, Lexington County, South Carolina. The restricted or controlled area shall be a portion of the cove on the east side of Pine Island, indicated on the attached map.
2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.
4. That except as modified or changed hereby all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.3 Restrictions on Use of Watercraft in Certain Portions of Waters of Shem Creek, Charleston County, South Carolina.
1. That the use of watercraft will be restricted in a certain portion of the waters of Shem Creek, Charleston County, South Carolina. The restricted or controlled area shall be in the area of Mt. Pleasant as indicated on the attached map.
2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. That except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.4 Restrictions on Use of Watercraft in Certain Portions of Waters of Lake Murray, Lexington County, South Carolina.
1. That the use of watercraft will be restricted in a certain portion of the waters of Lake Murray, Lexington County, South Carolina. The restricted or controlled area shall be the waters surrounding the Lakeside Marina facilities as shown on attached map.
2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.
     4. That except as modified or changed hereby all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.6 Restrictions on Use of Watercraft in Certain Portions of the Waters of Lake Marion, Orangeburg County, South Carolina.
That a NO WAKE ZONE is created in the Eutaw Springs area of the waters of Lake Marion, Orangeburg County, South Carolina, more specifically described in the map attached hereto and made a part hereof.
That said NO WAKE ZONE shall be identified by the placement of appropriate signs and markers.
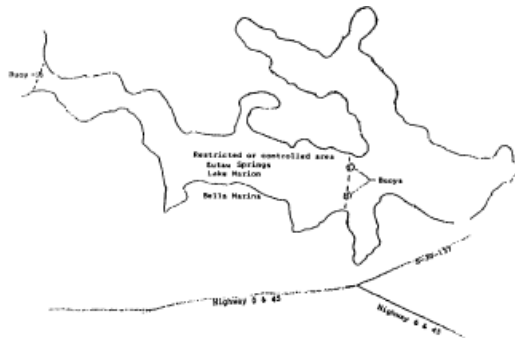


123-19.7 Restrictions on the Use of Watercraft in the Waters of a Certain Portion of Goose Creek, Berkeley County, South Carolina.
1. That the use of watercraft will be restricted in a certain portion of the waters of Goose Creek, Berkeley County, South Carolina. The restricted or controlled area shall be in the area of Dominion Hills Subdivision as indicated on the attached map.
2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. That except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.8 Restrictions on Use of Watercraft in a Certain Portion of the Water of Wappoo Creek, Charleston County, South Carolina.
1. That the use of watercraft will be restricted in a certain portion of the waters of Wappoo Creek, Charleston County, South Carolina. The restricted or controlled area shall be in the area of Parkwood Heights Extension as indicated on the attached map.
2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.
4. That except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.9 Modification of a No Wake Zone in the Lake Murray Marina Area, Lake Murray, Richland County, South Carolina.
1. That the original No Wake Zone established on July 26, 1972, on Lake Murray Marina, Lake Murray, Richland County, South Carolina be modified so as to extend the placement of buoy "A" in a Northeasterly direction approximately 125 feet; and
2. That the annexed area encompassed by the above modified placement of buoy "A" is hereby declared to be included in the No Wake Zone at said area.

123-19.10 Restrictions on the Use of Watercraft in Certain Portions of the Waters of Black River, Williamsburg County, South Carolina.
1. That the use of watercraft will be restricted in a certain portion of the waters of Black River, Williamsburg County, South Carolina. The restricted or controlled area shall be in the area of Scout Cabin as indicated on the attached map.
2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.
4. That except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.11 Restrictions as to Use of Watercraft Within Certain Areas of South Carolina Electric & Gas Company Public Park No. 1.
1. That the use of watercraft will be restricted in a certain portion of the waters of Lake Murray, Lexington County, South Carolina. The restricted or controlled area shall be all waters within the swimming area at South Carolina Electric and Gas Company Public Part No. 1.
2. That no person shall operate any vessel in the restricted or controlled area.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States

Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

123-19.12 Restrictions as to Use of Watercraft Within Boat Launching Ramp at Dreher Island State Park.
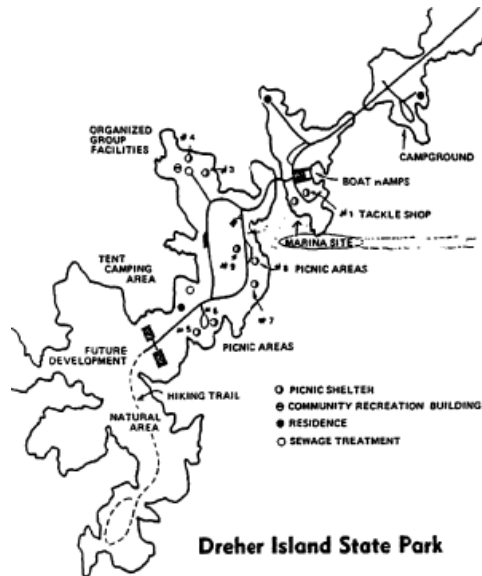1. That the use of watercraft will be restricted in a certain portion of the waters of Lake Murray, Newberry County, South Carolina. The restricted or controlled area shall be all waters within the cove at Dreher Island State Park boat launching ramp.
2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

123-19.13 Restrictions as to Use of Watercraft in Certain Areas of Durham Creek.
1. That the use of watercraft will be restricted in a certain portion of the waters on Durham Creek, Berkeley County, South Carolina near Secondary Road 9 and Clyde Umphlett public boat landing, more specifically described in the map attached hereto and made a part hereof is hereby declared to be a SLOW TO NO WAKE ZONE:
2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and makers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

123-19.14 Restriction as to Use of Watercraft Within Swimming Area of Dreher Island State Park.
1. That the use of watercraft will be restricted in a certain portion of the waters of Lake Murray, Newberry County, South Carolina. The restricted or controlled area shall be all waters within the swimming area at Dreher Island State Park.
2. That no person shall operate any vessel in the restricted or controlled area.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

Dreher Island State Park

123-19.15 Restrictions as to Use of Watercraft Within Certain Areas of South Carolina Electric & Gas Company Public Park No. 3.
1. That the use of watercraft will be restricted in a certain portion of the waters of Lake Murray, Lexington County, South Carolina. The restricted or controlled area shall be all waters within one hundred yards of the South Carolina Electric and Gas Company Public Park No. 8 boat launching ramp.
2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

123-19.16 Restrictions on Use of Watercraft in Certain Portions of the Waters of Lake Marion, Clarendon County, South Carolina.
1. That the use of watercraft will be restricted in a certain portion of the waters of Lake Marion, Clarendon County, South Carolina. The restricted or controlled area shall be in the area of Taw Caw Creek as indicated on the attached map.
2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.
4. That except as modified or changed, hereby all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.17 Restrictions on Use of Watercraft in Certain Portion of Waters of Ashley River, Charleston County, South Carolina.

1. That the use of watercraft will be restricted in a certain portion of the waters of Ashley River, Charleston County, South Carolina. The restricted or controlled area shall be as indicated on the attached map.

2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.

3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. That except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.18 Restrictions on Use of Watercraft in Certain Portion of Waters of Lake Wylie, Near Commodore Yacht Club, York County, South Carolina.

1. That the use of watercraft will be restricted in a certain portion of the waters of Lake Wylie, near Commodore Yacht Club, York County, South Carolina. The restricted or controlled area shall be as indicated on the attached map.

2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.

3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. That except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.19 Restrictions on Use of Watercraft in Certain Portion of Waters of Lake Keowee called Lake Keowee Marina, Oconee County, South Carolina.

1. That the use of watercraft will be restricted in a certain portion of the waters of Lake Keowee called Lake Keowee Marina, Oconee County, South Carolina. The restricted or controlled area shall be as indicated on the attached map.

2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.

3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. That except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.20 Restrictions on Use of Watercraft on Certain Portion of Wappoo Creek, Charleston County, South Carolina.

1. That the use of watercraft will be restricted in a certain portion of the waters of Wappoo Creek, Charleston County, South Carolina. The restricted or controlled area shall be as indicated on the attached map.

2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.

3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. That except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.21 Restrictions on Use of Watercraft in Certain Portion of Lake Russell and Savannah River, Abbeville County, South Carolina.

1. The use of watercraft will be restricted in a certain portion of the waters of Lake Russell and the Savannah River at Richard B. Russell Dam, Abbeville County, South Carolina. The restricted or controlled area shall be all waters 225 feet upstream and 975 feet downstream of the Richard B. Russell Dam.

2. No person shall operate any vessel in the restricted or controlled area.

3. The regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. Except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.



123-19.22 Restrictions on Use of Watercraft in Certain Portion of Kiawah River, Charleston, South Carolina.

1. The use of watercraft will be restricted in a certain portion of the waters of Kiawah River, Charleston County, South Carolina. The restricted or controlled area shall be all waters within one hundred yards of the Kiawah Island Docking Facility.

2. No person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.

3. The regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform water—way markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. Except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.23 Pack's Landing Area of Waters of Lake Marion, Sumter County, Declared No Wake Zone.

1. The Pack's Landing area of the waters of Lake Marion, Sumter County, South Carolina is hereby declared to be a No Wake Zone.

2. The No Wake Zone shall be identified by the placement of appropriate signs and markers.

3. The regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. Except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.24 Restrictions on Use of Watercraft in Certain Portion of Waters of Lake Marion, Orangeburg County, South Carolina.

1. The use of watercraft will be restricted in a certain portion of the waters of Lake Marion, Orangeburg County, South Carolina. The restricted or controlled area shall be in the area of Santee Cooper Resort Cove and shall include the entire cove.

2. No person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.

3. The regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. Except as modified or changed, hereby, all prevailing laws rules and regulations concerning boating in South Carolina Shall remain in full force and effect.

123-19.25 Restrictions on Use of Watercraft in Certain Portion of Waters on Lake Keowee, Pickens County, South Carolina.

1. The use of watercraft will be restricted in a certain portion of the waters on Lake Keowee, Pickens County, South Carolina. The restricted or controlled area shall be in the Gap Hill area.

2. No person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.

3. The regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.
4. Except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.26 Restrictions on Use of Watercraft in Certain Portion of Lake Murray, Newberry County, South Carolina.
1. The use of watercraft will be restricted in a certain portion of the waters of Lake Murray, Newberry County, South Carolina. The restricted or controlled area shall be all waters within one hundred fifty yards of the marina docking facilities at Dreher Island State Park.
2. No person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. The regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council United States Coast Guard.
4. Except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.
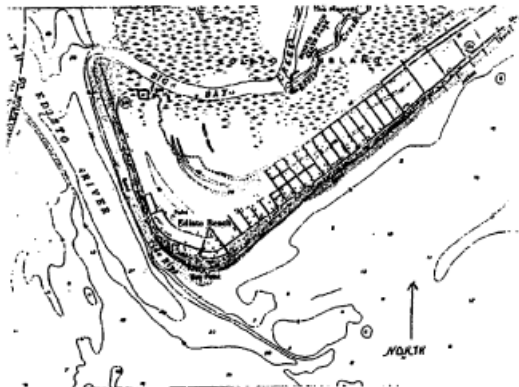
123-19.27 Restrictions on Use of Watercraft in Certain Portions of Scott Creek, Colleton County, South Carolina.
1. The use of watercraft will be restricted in a certain portion of the waters of Scott Creek, Colleton County, South Carolina. The restricted or controlled areas shall be in the area of Scott Creek as indicated on the attached map.
2. No person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
3. The regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the States Official to the Merchant Marine Council, United States Coast Guard.
4. Except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.28 Restrictions on Use of Watercraft in Certain Portion of Battery Creek, Beaufort County, South Carolina

1. That the use of watercraft will be restricted in a certain portion of the waters of Battery Creek, Beaufort County, South Carolina. The restricted or controlled area shall be in the area of Battery Creek as indicated on the attached map.

2. That no person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.
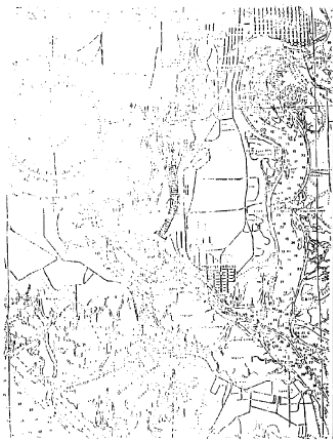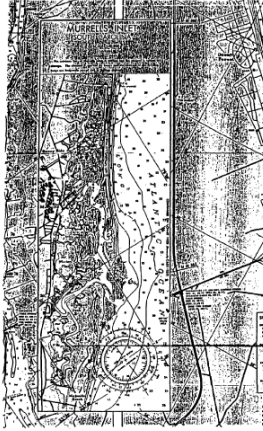
3. That the regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the States Officials to the Merchant Marine Council, United States Coast Guard.

4. That except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.



123-19.29 Restriction on Use of Watercraft in Certain Portion of Parsonage Creek, Murrells Inlet, Georgetown County, South Carolina.

1. The use of watercraft will be restricted in a certain portion of the waters of Parsonage Creek, Murrells Inlet, South Carolina. The restricted or controlled area shall be in the area of Parsonage Creek as indicated on the attached map.

2. No person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.

3. The regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. Except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.

123-19.30 Restriction on Use of Watercraft in Certain Portion of Morgan Creek, Charleston County, South Carolina.

1. The use of watercraft will be restricted in a certain portion of the waters of Morgan Creek, Charleston County, South Carolina. The restricted or controlled area shall be in the area of Morgan Creek as indicated on the attached map.

2. No person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.

3. The regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. Except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.



123-19.31 Restrictions on Use of Watercraft in a Certain Portion of Stono River, Charleston County, South Carolina.

1. The use of watercraft will be restricted in a certain portion of the waters of Stono River, Charleston County, South Carolina. The restricted or controlled area shall be in the area of Stono River as indicated on the attached map.

2. No person shall operate any vessel in the restricted or controlled area at any speed that will produce a wake.

3. The regulated area shall be identified by appropriate signs and markers. The signs and markers shall conform to the system of aids to navigation prescribed by the United States Coast Guard and to the system of uniform waterway markers approved by the Advisory Panel of the State Officials to the Merchant Marine Council, United States Coast Guard.

4. Except as modified or changed, hereby, all prevailing laws, rules and regulations concerning boating in South Carolina shall remain in full force and effect.



Presented and Approved by Board/Commission: Y

Other Agencies Impacted:  None

## Recommendations Awaiting Action

In its Program Evaluation Report, the agency included 87 recommendations for changes in law. All recommendations were approved by the agency's board. The Subcommittee has currently made, and voted on, motions related to 31 of the total 87 recommendations for changes in law. A list of the remaining recommendations for changes in law are included in Table 1.1 and 1.2 on the next page. Table 1.1 includes recommendations for which other agencies may be impacted. Table 1.2 includes recommendations DNR states do not impact other agencies. Within Table 1.1 and 1.2 is information related to the Subcommittee's contact with potentially impacted agencies as well as DNR's responses to any Subcommittee questions related to law recommendations.

## Table 1.1. Law recommendations which may impact other agencies

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|-----|-----------|-----------|-------------------------|-------------------------------|
| 2 | 3-5-100 and 3-5-170. | MRD | Repeal. The department no longer offers "leases" for oyster beds, but does this by permit. | **DHEC**<br>• Emailed Mr. Rick Caldwell on 11/1/17<br>• Received no response with opposition to the recommendation | 10/9/17 |
| 3 | 10-9-320 | LWC | Amend. DHEC is the regulatory agency, therefore would be the more appropriate agency to administer the geothermal leases. | **DHEC**<br>• Emailed Mr. Rick Caldwell on 11/1/17<br>• Received no response with opposition to the recommendation | 10/17/17 |
| 4 | 11-37-200 | LWC | Repeal. This Council does not currently exist. | **Governor's Office**<br>• Emailed Mr. Mark Plowden on 11/16/17<br>• Received no response with opposition to the recommendation<br>**DHEC**<br>• Emailed Mr. Rick Caldwell on 11/1/17<br>• Received no response with opposition to the recommendation<br>**Rural Infrastructure Authority**<br>• Emailed Ms. Bonnie Ammons on 11/1/17<br>• Ms. Ammons emailed on 11/6/17 stating the agency has no objection to the proposed change.<br>**Commerce Department**<br>• Emailed Secretary Hitt and Mr. Chris Huffman on 11/1/17<br>• Received no response with opposition to the recommendation<br>**Jobs Economic Development Authority**<br>• Emailed Mr. Harry Huntley on 11/1/17<br>• Mr. Huntley emailed on 11/3/17 stating it is his understanding the Council was eliminated in a prior law that was the SC Resource Authority. He further stated he has been at JEDA for 10 years and there has been no action by this Council.<br>**Joint Bond Review Committee**<br>• Emailed Ms. Dianne Carraway on 11/1/17<br>• Ms. Carraway emailed on 11/21/17 stating that after talking with staff of other entities that make up the Water Resources Coordinating Council, it is her understanding the Coordinating Council has never | 10/17/17 |

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|---|---|---|---|---|
| | | | | existed.  Therefore, the Joint Bond Review Committee does not oppose the recommendation. | |
| 5 | 13-11-20 | Agency wide | Repeal. The New Horizon Development Authority does not exist. | **Governor's Office**<br>• Emailed Mr. Mark Plowden on 11/16/17<br>• Received no response with opposition to the recommendation<br>**SCPRT**<br>• Emailed Mr. Duane Parrish on 11/1/17<br>• Ms. Toni Nance emailed on 11/1/17 stating New Horizon was done away after SCPRT worked out a deal to acquire Lake Wateree State Park property from Duke.  They also checked with Secretary of State and Governor's Office and neither of them have this entity in their databases.  PRT supports the recommendation.<br>**Department of Commerce**<br>• Emailed Secretary Hitt and Mr. Chris Huffman on 11/1/17<br>• Received no response with opposition to the recommendation<br>**Fairfield County Council**<br>• Emailed Mr. Josh Rhodes, Assoc. of Counties, on 11/1/17<br>• Received no response with opposition to the recommendation<br>**Fairfield County Development Board**<br>• Emailed Mr. Josh Rhodes, Assoc. of Counties, on 11/1/17<br>• Received no response with opposition to the recommendation<br>**State Housing Authority**<br>• Emailed Mr. Robert Wilson and Ms. Tracey Easton on 11/1/17<br>• Received no response with opposition to the recommendation<br>**Central Midlands Regional Planning Council**<br>• Emailed Mr. Josh Rhodes, Assoc. of Counties, and Mr. Tiger Wells, Municipal Association, on 11/1/17<br>• Received no response with opposition to the recommendation<br>**City of Winnsboro**<br>• Emailed Mr. Tiger Wells, Municipal Association, on 11/1/17<br>• Mr. Wells emailed on 11/13/17 stating the message was passed along to the Winnsboro Town Manager and it did not appear the | 9/25/17 |

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|-----|-----------|-----------|-------------------------|--------------------------------|
| | | | | recommendation would negatively impact them, but would let us know if he hears otherwise.<br>**House of Representatives**<br>• Did not contact<br>**Senate**<br>• Did not contact<br>**Archives and History**<br>• Emailed Dr. Emerson and Mr. Steven Tuttle on 11/1/17<br>• Received no response with opposition to the recommendation | |
| 12 | 48-9-30 | LWC | Amend. Clarifies the SCDNR Board is the governing body from the Soil and Water Conservation Boards. Also updates the name of the conservation service. | **U.S. Department of Agriculture**<br>• Did not contact | 10/17/17 |
| 17 | 48-9-230 | LWC | Repeal. This Advisory Board has never functioned, and the SCDNR Board voted to request the General Assembly to repeal the statute in November 2013. | **SC Department of Agriculture**<br>• Emailed Commissioner Weathers and Mr. Aaron Wood on 11/1/17<br>• Received no response with opposition to the recommendation<br>**Clemson University**<br>• Did not contact<br>**SC Forestry Commission**<br>• Emailed Mr. Henry Kodama on 11/1/17<br>• Ms. Stefanie Metts called on 11/21/17 and is following up with DNR<br>**SC Department of Commerce**<br>• Emailed Secretary Hitt and Mr. Chris Huffman on 11/1/17<br>• Received no response with opposition to the recommendation<br>**U.S. Department of Agriculture**<br>• Did not contact<br>**SC Soil and Water District Commissioners**<br>• Emailed Mr. Kenny Mullis, President of the SC Association of Conservation Districts and a Richland Conservation District Soil and Water Commissioner on 11/7/17<br>• Received no response with opposition to the recommendation<br>**Farmers' Home Administration, Purchasing and Marketing Administration State Committee**<br>• Did not contact | 10/17/17 |

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|---|---|---|---|---|
| 18 | 48-9-310 | LWC | Amend. This is an antiquated statute and instead is accomplished through the regular budgetary process. | **Governor's Office**<br>• Emailed Mr. Mark Plowden on 11/16/17<br>• Received no response with opposition to the recommendation<br>**Soil and Water Conservation District Commissioners**<br>• Emailed Mr. Kenny Mullis, President of the SC Association of Conservation Districts and a Richland Conservation District Soil and Water Commissioner on 11/7/17<br>• Received no response with opposition to the recommendation | 10/17/17 |
| 19 | 48-9-1220 | LWC | Amend. The electors are now determined by the State Election Commission. July 15 is the requirement for the state election commission for ballots to be submitted. | **State Election Commission**<br>• Emailed Ms. Marci Andino and Ms. Janet Reynolds on 11/1/17<br>• Ms. Andino sent a letter to the Subcommittee on 11/7/17 stating, "The SEC supports changing the date a petition must be submitted to be consistent with S.C. Code Ann. 7-13-351. However, S.C. Code Ann. 7-13-351 states "…if July 15 falls on a Saturday or Sunday…". The proposed change only includes if July 15 falls on a Sunday. The SEC recommends adding Saturday to the recommendation. Also, the deleted portion of this statute is also included in S.C. Code Ann. 7-11-70, thus the SEC does not see the need for the deletion."<br>**Soil and Water Conservation District Commissioners**<br>• Emailed Mr. Kenny Mullis, President of the SC Association of Conservation Districts and a Richland Conservation District Soil and Water Commissioner on 11/7/17<br>• Received no response with opposition to the recommendation | 10/17/17 |
| 20 | 48-9-1250 | LWC | Amend. The Commission does not use the agricultural agent as their secretary, nor do they utilize their offices. This is an antiquated statute. | **State Election Commission**<br>• Emailed Ms. Marci Andino and Ms. Janet Reynolds on 11/1/17<br>• Ms. Andino sent a letter to the Subcommittee on 11/7/17 stating the recommendation has no impact on the SEC.<br>**Department of Agriculture**<br>• Emailed Commissioner Weathers and Mr. Aaron Wood on 11/1/17<br>• Received no response with opposition to the recommendation<br>**Attorney General**<br>• Emailed Attorney General Wilson on 11/1/17<br>• Received no response with opposition to the recommendation | 10/17/17 |

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|-----|-----------|-----------|------------------------|----------------------------------|
| | | | | Soil and Water Conservation District Commissioners<br>• Emailed Mr. Kenny Mullis, President of the SC Association of Conservation Districts and a Richland Conservation District Soil and Water Commissioner on 11/7/17<br>• Received no response with opposition to the recommendation | |
| 22 | 48-9-1510 through 1870 | LWC | Repeal.  These are antiquated statutes and the Commissions do not perform this function. | Soil and Water Conservation District Commissioners<br>• Emailed Mr. Kenny Mullis, President of the SC Association of Conservation Districts and a Richland Conservation District Soil and Water Commissioner on 11/7/17<br>• Received no response with opposition to the recommendation | 10/17/17 |
| 24 | 48-22-20 | LWC | Repeal.  This change occurred in 1993 and is no longer required in statute. | Department of Administration<br>• Emailed Ms. Marcia Adams on 11/1/17<br>• Received no response with opposition to the recommendation<br>SFAA<br>• Emailed Mr. Grant Gillespie on 11/1/17<br>• Mr. Gillespie emailed on 11/16/17 stating they have no problem with the recommendation | 10/17/17 |
| 27 | 49-3-30 | LWC | Repeal.  This transfer to SCDHEC and SCDNR already occurred, so the statute is no longer necessary. | DHEC<br>• Emailed Mr. Rick Caldwell on 11/1/17<br>• Received no response with opposition to the recommendation | 10/17/17 |
| 30 | 50-1-220 | Agency wide | Amend.  Statute referred to no longer exists (50-1-230). | SC Forestry Commission<br>• Emailed Mr. Henry Kodama on 11/1/17<br>• Ms. Stefanie Metts called on 11/21/17 and is following up with DNR | 9/25/17 |
| 36 | 50-3-180 | Agency wide | Repeal.  These are two statutes regarding Mitigation Trust Funds- with almost identical language (see below).  S.C. Code Ann 50-3-180 can be eliminated, as 50-1-130 is adequate. | SC Treasurer<br>• Emailed Treasurer Loftis, Ms. Clarissa Adams, and Mr. Edward Frasier on 11/1/17<br>• Agency responded via email on 11/20/17 stating the recommendation has a minimal impact on their agency. | 9/25/17 |
| 38 | 50-3-320 | Agency wide | Amend.  The department purchases bonds for all DLEOs and department employees, so an individual bond is no longer required. Also, the board is not involved in day to day operation of the department. | Secretary of State<br>• Emailed Secretary Hammond and Ms. Melissa Dunlap on 11/1/17<br>• Agency responded via letter on 11/22/17 stating "The Secretary of State's Office will transmit the commissions of all enforcement | 9/25/17 |

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|---|---|---|---|---|
| | | | | officers to the department and not to the DNR Board if the recommendation is approved and implement by statutory revision." | |
| 41 | 50-3-510 | WFF | Amend. The department employs a forester, so it is no longer necessary to require that the State Forester approve timber sales. Allows the department to do this if necessary. | SC Forestry Commission<br>• Emailed Mr. Henry Kodama on 11/1/17<br>• Ms. Stefanie Metts called on 11/21/17 and is following up with DNR | 10/23/17 |
| 45 | 50-5-1950 | MRD | Repeal. The Saltwater Recreational Fisheries Advisory Committee (SRFAC) was established in 1992 as an oversight mechanism to give recreational fishermen assurance that newly established license revenues would be used to effectively support programs, projects and activities that would benefit SC saltwater recreational fisheries. For more than 25 years the SCDNR has used all related funds exclusively to support and enhance saltwater reactional fisheries. Given this proven track record of success in meeting the intent of the law and proper usage of these revenues there is no longer the need for continuing this particular oversight mechanism. Close public scrutiny and expectations, as well as general oversight of activities through the Marine Advisory Committee are adequate. | Governor's Office<br>• Emailed Mr. Mark Plowden on 11/16/17<br>• Received no response with opposition to the recommendation | 10/9/17 |
| 50 | 50-9-1150 | LE | Amend. The APA was established subsequent to this statute being passed, so all license suspensions are reviewed by the Administrative Law Court. | Administrative Law Court<br>• Emailed Ms. Jana Shealy on 11/1/17<br>• Received no response with opposition to the recommendation | Will present today |
| 51 | 50-9-1160 | LE | Repeal. The APA was established subsequent to this statute being passed, so all license suspensions are reviewed by the Administrative Law Court, not a Circuit Court Judge. | Administrative Law Court<br>• Emailed Ms. Jana Shealy on 11/1/17<br>• Received no response with opposition to the recommendation | Will present today |
| 57 | 50-13-1415 | LWC | Amend. Clemson has a regulation that is a current list of invasive species that SCNDR would like to utilize. | Clemson<br>• Did not contact | 10/17/17 |
| 59 | 50-15-10 through 50-15-40 | WFF | Amend. The department deals with the day to day actions of the agency, the board governs policy. In addition, the Act refers to appendices that are no longer utilized. Specifically Appendices A and D no longer exist in current versions of the C.F.R. Federally listed species are now listed in a table which is part of 50 C.F.R. Section 17.11. The proposed change | Governor's Office<br>• Emailed Mr. Mark Plowden on 11/16/17<br>• Received no response with opposition to the recommendation | 10/23/17 |

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|-----|-----------|-----------|------------------------|--------------------------------|
| | | | would update the statutes to list the current federal citation for Endangered Species list. | | |
| 63 | 50-19-210 through 50-19-240 | Agency wide | Repeal. This Board does not exist. | Governor's Office<br>• Emailed Mr. Mark Plowden on 11/16/17<br>• Received no response with opposition to the recommendation | 9/25/17 |
| 74 | 50-19-1935 | WFF | Repeal. This study was completed in the late 1980s and the statute is no longer necessary. | DHEC<br>• Emailed Mr. Rick Caldwell on 11/1/17<br>• Received no response with opposition to the recommendation | 10/23/17 |
| 79 | 51-13-2010 | Agency wide | Repeal. The Enoree River Greenway Commission does not currently exist. There are other statutes in Article 23, but this is the only one that mentions SCDNR. | U.S. Forest Service<br>• Did not contact<br>SCPRT<br>• Emailed Mr. Duane Parrish on 11/1/17<br>• Ms. Toni Nance emailed on 11/1/17 stating the agency has no recollection of the Enoree River Greenway Commission. They checked with Secretary of State and Governor's Office and neither of them have this entity in their databases. PRT supports the recommendation. | 9/25/17 |
| 83 | 51-17-310 through 51-17-360 | LWC | Repeal. The Heritage Trust Revenue Bond has been retired, and the statute has expired. | Department of Administration<br>• Emailed Ms. Marcia Adams on 11/1/17<br>• Received no response with opposition to the recommendation<br>Governor's Office<br>• Emailed Mr. Mark Plowden on 11/16/17<br>• Received no response with opposition to the recommendation<br>State Fiscal Accountability Authority<br>• Emailed Mr. Grant Gillespie on 11/1/17<br>• Mr. Gillespie emailed on 11/16/17 stating they have no problem with the recommendation<br>SC Treasurer<br>• Emailed Treasurer Loftis, Ms. Clarissa Adams, and Mr. Edward Frasier on 11/1/17<br>• Agency responded via email on 11/20/17 stating the recommendation has a minimal impact on their agency. | 10/17/17 |

## Table 1.2.  Law recommendations not impacting other agencies

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|-----|-----------|-----------|-------------------------|---------------------------------|
| 6 | 17-22-50 | LE | The statute does not include saltwater points, only freshwater and hunting points violations. | No other impacted agencies | 11/6/17 |
| 7 | 47-3-310 through 47-3-320 | LE | Repeal.  This is an antiquated statute. | No other impacted agencies | 11/6/17 |
| 8 | 47-3-510 through 520 and 47-3-550 | WFF | Repeal.  These are antiquated statutes, and there are many other mechanisms to register and track dogs. The department requests that the statutes be repealed. | No other impacted agencies | 10/23/17 |
| 29 | 49-30-40 through 49-30-90 | LE | Repeal.  There are no longer any permitted structures, as all the permits expired in 2012.  The Fund has not been funded in some time, so the agency has no funds to remove the remaining unpermitted structures.  Ideally, there would be additional funds to remove the structures, otherwise the department requests that the statutes be repealed. | No other impacted agencies | 11/6/17 |
| 37 | 50-3-315 | LE | Amend.  The department establishes a training program through the division, not regulation. | No other impacted agencies | 11/6/17 |
| 39 | 50-3-350 | LE | Amend.  The department shield has different language on it than is required in statute. | No other impacted agencies  The Subcommittee asked if the agency would oppose amending the statute to require the agency to promulgate regulations describing the official badge to make it easier now, and in the future, for the agency to update the description of the official badge.  The agency provided the following response[1]: The agency agrees with the recommendation and would not oppose it. | 11/6/17 |
| 40 | 50-3-395 | LE | Amend.  The department does not set the form of warning tickets by regulation. | No other impacted agencies | 11/6/17 |

[1] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 27

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|---|---|---|---|---|
| 44 | 50-5-25 and 50-9-960 | MRD | Amend. The department would like to eliminate the Mariculture Resource and Development Fund and instead give authorization to deposit the funds in the Marine Resources Fund. | No other impacted agencies | 10/9/17 |
| 46 | 50-5-2510 | LE | Amend. The department requests that the requirement "return receipt requested" (RRR) for mailing be eliminated from hunting and fishing license suspension notifications. The Department of Motor Vehicles does not require driver's license suspensions be sent RRR, therefore the department would like the same requirements. The RRR is expensive, and most times it gets returned for non-receipt. Instead the department would request to send the letter regular mail to the last address known to the department, the same requirement for DMV. | No other impacted agencies

The Subcommittee asked how much the agency spent in the last three fiscal years sending information return receipt requested. The agency provided the following response:[2] Over the last three fiscal years the agency has spent $ 7,312.00 sending notices return receipt requested. If these had been sent through standard USPS it would have cost only $547.00 over the last three fiscal years. | 11/6/17 |
| 47 | 50-5-2515 | LE | Amend. The department requests that the requirement "return receipt requested" (RRR) for mailing be eliminated from hunting and fishing license suspension notification. The Department of Motor Vehicles does not require driver's license suspensions be sent RRR, therefore the department would like the same requirements. The RRR is expensive, and most times it gets returned for non-receipt. Instead the department would request to send the letter regular mail to the last address known to the department, the same requirement for DMV. | No other impacted agencies

The Subcommittee asked how much the agency spent in the last three fiscal years sending information return receipt requested. The agency provided the following response:[3] Over the last three fiscal years the agency has spent $ 7,312.00 sending notices return receipt requested. If these had been sent through standard USPS it would have cost only $547.00 over the last three fiscal years. | Will present today |
| 48 | 50-5-2545 | LE | Repeal. The points received prior to the Marine Resources Act of 2000 would have expired. This statute is no longer necessary. | No other impacted agencies | Will present today |
| 49 | 50-9-1140 | LE | Amend. The department requests that the requirement "return receipt requested" (RRR) for mailing be eliminated from hunting and fishing license suspension notification. | No other impacted agencies | Will present today |

[2] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 28
[3] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 28

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|-----|-----------|-----------|-------------------------|-------------------------------|
| | | | The Department of Motor Vehicles does not require driver's license suspensions be sent RRR, therefore the department would like the same requirements. The RRR is expensive, and most times it gets returned for non-receipt. Instead the department would request to send the letter regular mail to the last address known to the department, the same requirement for DMV. | The Subcommittee asked how much the agency spent in the last three fiscal years sending information return receipt requested. The agency provided the following response:[4] Over the last three fiscal years the agency has spent $ 7,312.00 sending notices return receipt requested.  If these had been sent through standard USPS it would have cost only $547.00 over the last three fiscal years. | |
| 52 | 50-11-851 | WFF | Repeal.  This is already covered in S.C. Code Ann. 50-11-853, so it is unnecessary. | No other impacted agencies | 10/23/17 |
| 53 | 50-11-980 | WFF | Amend.  The department has used GIS technology to update the map that accompanied the original legislation.  The coordinates that were in the statute did not match the map, this is updating the statute to reflect the correct map. | No other impacted agencies | 10/23/17 |
| 54 | 50-11-1110 through 50-11-1120 | WFF | Repeal.  These statutes are antiquated. The department has the authority to close seasons based on environmental conditions. | No other impacted agencies | 10/23/17 |
| 55 | 50-11-1350 to 1430 | WFF | Amend and Repeal.  Pen-raised quail are still considered pen-raised, even if later released.  Also, the remaining statutes are antiquated the department does not see a resource need to regulate pen raised quail businesses. | No other impacted agencies | 10/23/17 |
| 56 | 50-13-675 | WFF | Amend.  Lake Jocassee has a small prey base, because it is not a fertile system and fish are very vulnerable to cast nets, therefore the department requests that Lake Jocassee be added to 50-13-675. | No other impacted agencies  The Subcommittee requested additional explanation and support for why the agency requests Lake Jocassee (Oconee and Pickens Counties) be added to SC Code 50-13-675. The agency provided the following response:[5]  Lake Jocassee is a clear, low productivity lake with a very limited prey base.  Jocassee has the lowest standing stock, 50 pounds per acre, of all larger reservoirs in SC.  Prior to 2013 non- game fish devices were not allowed on Lake Jocassee.  SCDNR studies have indicated that | 10/23/17 |

[4] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 28
[5] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 15

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|-----|-----------|-----------|-------------------------|----------------------------------|
| | | | | the prey base is too limited to support an historic trout fishery there. The limited prey base has been stressed further by the establishment and expansion of spotted bass in the lake. The SCDNR staff believe the prey base at Jocassee is not abundant enough to support the predators in the system and be additionally exploited by non-game fish devices. SCDNR recommends prohibiting the use of non-game fish devices in Lake Jocassee in order to insure the health of the lake's recreational fishery. | |
| 58 | 50-13-1936 | WFF | Repeal. The federal government has not operated Walhalla Fish Hatchery since the mid-1990s, and the fee would have been requested at that time. The statute is no longer necessary. | No other impacted agencies | 10/23/17 |
| 60 | 50-16-20 | WFF | Amend. The department requests that the importation of the listed species be completely regulated by the department by permit, to protect the native natural resources of the state. | No other impacted agencies | 10/23/17 |
| 64 | 50-19-250 | WFF | Repeal. There is no biological reason to disallow night fishing in this area. | No other impacted agencies | 10/23/17 |
| 65 | 50-19-450 | WFF | Repeal. This is an antiquated statute. | No other impacted agencies | 10/23/17 |
| 66 | 50-19-710 | WFF | Repeal. This statute expired in 2015. | No other impacted agencies | 10/23/17 |
| 69 | 50-19-1190 | WFF | Repeal. This Sanctuary does not exist, and the lake has been renamed. | No other impacted agencies | 10/23/17 |
| 71 | 50-19-1510 | WFF | Repeal. This is a violation of the Migratory Bird Treaty Act. A hunting license is required to hunt crows. | No other impacted agencies | 10/23/17 |
| 75 | 50-19-2310 | WFF | Repeal. There is no scientific reason for a closed season on this water. | No other impacted agencies | 10/23/17 |
| 76 | 50-19-2330 | WFF | Repeal. The department has the authority elsewhere in the code to control nongame fish. | No other impacted agencies | 10/23/17 |

| # | Law | Org. Unit | Rationale | Other impacted agencies | Mtg(s) - presented or discussed |
|---|-----|-----------|-----------|-------------------------|--------------------------------|
| 78 | 50-23-11 | LE | Amend. The demonstration numbers should be displayed, but not permanently affixed. | No other impacted agencies | Will present today |
| 82 | 51-17-150 | LWC | Amend. Department requests that the planned five year acquisition notification be eliminated as generally these are not known, and sometimes, due to contract negotiations, would like to keep those from being public knowledge. | No other impacted agencies | 10/17/17 |
| 84 | Regulations 123-2 through 123-9 | LE | Repeal. These are no longer used by the agency and have been codified in statute. | No other impacted agencies<br><br>The Subcommittee asked the agency to provide the statute numbers in which these regulations are codified. The agency provided the following response:[6] The regulations have been codified in the following statutes: S.C. Code Ann. Sec. 50-21- 130; 50-21-170; and 50-21-710; 50-23-310 through 360. | Will present today |
| 86 | Regulation 123-601 | LE | Repeal. This is an antiquated regulation that is no longer used. | No other impacted agencies | Will present today |
| 87 | Regulations 123.10 through 123.19.31 | LE | Amend and Repeal. The statute and regulations allow for the uniform marking of wake zones as determined for safety reasons by the Director, or his designee. Also, the department needs to update the title of the department related to Lake Hartwell and needs authority to enforce Army Corp of Engineer aids to navigation on Lake Thurmond. These remaining regulations that are no longer used by the department. | No other impacted agencies | Will present today |

[6] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 29

# HUMAN RESOURCES

## *Summary*

**Executive** is one of the agency's organizational units.  This unit includes the Legal Office, **Office of Human Resources**, Audits Manager, Legislative Liaison, Special Assistant to Director, and Office of Media and Outreach.   It supports the agency's core mission by providing quality and efficient support and programs, including legal services, human resources, audit management, legislative support, environmental review for impact, engineering, and media and outreach.

## *Responses to Subcommittee's Follow-Up Questions*

The responses below were provided by the agency in their letters to the Subcommittee.

### Hiring

- For each division please provide:
  - Steps in the hiring process, including who is involved in each step[7]

    > Supervisors send a request to post a vacancy (Requisition) up the chain of command.  After verifying paperwork is correct, Human Resources posts the position.  The posted position closes and Human Resources sends the packet with all qualified applicants to the selecting official (supervisors).  The Division supervisors interview in accordance with Agency Directives.  Once Division supervisors have made a selection, the packet is sent up the chain of command.  Human Resources conducts background checks.  After reviewing the background checks for acceptability, the Director signs the Personnel Transaction Request form.

    > Hiring and promotions are conducted in accordance with Human Resources Regulations.  See attached Exhibit A with DNR Law Enforcement Division Directive D347.

  - Number of new hire applicants chosen by the division that were denied by the agency director, each year for the last three fiscal years[8]

    > None.

  - Steps in the promotion process, including who is involved in each step[9]

    > Supervisors send a request to post a vacancy (Requisition) up the chain of command.  After verifying paperwork is correct, Human Resources posts the position.  The posted

---

[7] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 1 and Exhibit A
[8] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 1
[9] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 1 and Exhibit B

position closes and Human Resources sends the packet with all qualified applicants to the selecting official (supervisors). The Division supervisors interview in accordance with Agency Directives. Once Division supervisors have made a selection, the packet is sent up the chain of command. Human Resources conducts background checks. After reviewing the background checks for acceptability, the Director signs the Personnel Transaction Request form.

Hiring and promotions are conducted in accordance with Human Resources Regulations. See attached Exhibit B with DNR Law Enforcement Division Directive D348.

- o Number of promotion applicants chosen by the division that were denied by the agency director, each year for the last three fiscal years[10]

    None.

## Salaries and Bonuses

- Please outline the career path in the Law Enforcement Division, pay plans in the Wildlife and Freshwater Fisheries Division and Marine Resources Division, and salary adjustments based on performance in the Office of Support Services Boat Titling/Registration section.[11]

    See attached Exhibit C1 through C4.

- How much did it cost to plan, implement, and maintain the division's career path?[12]

    The law enforcement division's sworn career path has been in place for many years. It was recently updated in FY 2015 to reflect the need to retain and add incentive for officers to continue their careers with the agency. The cost associated with this plan changes yearly based upon the numbers of officers and current salaries. The funds needed for this career path are state appropriated and directly allocated by the General Assembly. Last year's FY 2018 DNR Law Enforcement request of $75,308.00 for step increases was not funded.

- Please provide, by division, the bonuses amounts, number of employees who received each different amount, and reason each different amount was provided, for fiscal year 2015-16 and fiscal year 2016-17.[13]

    See attached Exhibit D, which includes bonuses provided and Division of State Human Resources information on bonuses, rewards, and recognition. See next page for brief summary

---

[10] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 1
[11] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 4 and Exhibit D
[12] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 7
[13] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 5 and Exhibit E

| Bonuses and Number of Employees who received each type | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Thank you card | | On the Spot | | Other Bonus | | Legislative Bonus | |
| | FY 15-16 | FY 16-17 | FY 15-16 | FY 16-17 | FY 15-16 | FY 16-17 | FY 15-16 | FY 16-17 |
| Law Enforcement | 4 | 2 | 11 | 0 | 7 | 12 | 259 | 0 |
| Executive | 1 | 6 | 0 | 4 | 4 | 6 | 36 | 0 |
| Office of Support Services | 3 | 3 | 3 | 1 | 5 | 18 | 63 | 0 |
| Wildlife and Freshwater Fisheries | 6 | 4 | 0 | 2 | 14 | 23 | 183 | 0 |
| Land, Water, and Conservation | 4 | 4 | 9 | 9 | 3 | 29 | 41 | 0 |
| Marine Resources | 0 | 0 | 1 | 2 | 9 | 19 | 144 | 0 |

## Employee Morale/Satisfaction

- Please provide a copy of the results from the satisfaction survey and training survey the agency utilized several years ago, which was mentioned during the meeting.[14]

    See attached Exhibit E.

- When available, please provide a copy of the results of the survey performed on employee morale which the Director referenced in the October 9, 2017, Subcommittee meeting.[15]

    The survey is not yet available. Once it is available, DNR will provide a copy to the Subcommittee.

- Does the agency allow employees any time during a typical week or month to perform research on their own which may help generate new ideas or improvements for agency deliverables or processes?[16]

    The agency encourages innovation and does not restrict employees from working on these sorts of projects.

## Drug Testing

- Please provide a copy of the agency's drug testing policies.[17]

    See attached Exhibit F.

---

[14] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 13 and Exhibit J
[15] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 14
[16] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 12
[17] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 6 and Exhibit F

## Turnover

- Please provide, in an Excel sheet, information about unfilled positions, by division, utilizing the following column headings:[18]
    - Division;
    - Position title;
    - Funded or unfunded;
    - Date initially vacant;
    - Date(s) posted (The date the position was initially posted so applicants could apply. If the position has been posted multiple times, please include the start and end date for each time it has been posted.); and
    - Additional comments (Include any additional comments necessary to provide clarity or further explanation to the information in the other cells in the row.)

Below are the number of vacancies in each division as of October 16, 2017. On the next page is a more in-depth summary. See attached Exhibit G for full details.

| Division (as of 10.16.17) | Vacant Positions |
|---|---|
| Office of Support Services/Executive (OSS) | 36 |
| Land, Water and Conservation (LWC) | 6 |
| Law Enforcement (LE) | 38 |
| Marine Resources (MRD) | 7 |
| Wildlife and Freshwater Fisheries (WFF) | 11 |
| Total | 98 |

---

[18] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 7 and Exhibit G

| Division/Vacant Positions (as of 10.16.17) | In Division | In HR | Total |
| --- | --- | --- | --- |
| Executive | 6 | 3 | 9 |
| Assistant Geodetic Tech | 1 | 0 | 1 |
| Associate Geodetic Technician | 1 | 0 | 1 |
| Attorney IV | 1 | 0 | 1 |
| Dpty/Div Director-Exec Comp | 1 | 0 | 1 |
| Eng/Assoc Eng II | 0 | 1 | 1 |
| Executive Assistant I | 1 | 0 | 1 |
| Public Information Coordinator II | 0 | 1 | 1 |
| Public Information Director I | 1 | 0 | 1 |
| Risk Management & Compliance Manager I | 0 | 1 | 1 |
| | | | |
| Law Enforcement | 10 | 28 | 38 |
| Administrative Assistant | 1 | 0 | 1 |
| Communications Spec II | 2 | 4 | 6 |
| Investigator IV | 0 | 1 | 1 |
| Law Enforcement Officer I | 0 | 6 | 6 |
| Law Enforcement Officer II | 3 | 9 | 12 |
| Law Enforcement Officer II/Pfc | 0 | 2 | 2 |
| Law Enforcement Officer III | 0 | 2 | 2 |
| Le Officer II - Pfc | 0 | 1 | 1 |
| Le Officer III | 1 | 0 | 1 |
| Pfc - Le Officer II | 2 | 1 | 3 |
| Pfc- Law Enforcement Officer II | 1 | 0 | 1 |
| Private First Class | 0 | 1 | 1 |
| Supply Specialist III | 0 | 1 | 1 |
| | | | |
| Office of Support Services (OSS) | 9 | 18 | 27 |
| Accountant/Fiscal Analyst III | 0 | 1 | 1 |
| Acct/Fiscal Analyst III | 1 | 0 | 1 |
| Administrative Assistant | 2 | 0 | 2 |
| Administrative Coordinator II | 1 | 0 | 1 |
| Administrative Manager I | 0 | 1 | 1 |
| Administrative Specialist II | 1 | 7 | 8 |
| Database Administrator II | 1 | 0 | 1 |
| Fiscal Technician II | 0 | 2 | 2 |

| | In Division | In HR | Total |
| --- | --- | --- | --- |
| Land, Water and Conservation | 0 | 6 | 6 |
| Archaeologist II | 0 | 3 | 3 |
| Climatologist II | 0 | 1 | 1 |
| Gis Analyst | 0 | 1 | 1 |
| Wildlife Biologist III | 0 | 1 | 1 |
| | | | |
| Marine Resources | 5 | 2 | 7 |
| Administrative Coordinator I | 1 | 0 | 1 |
| Bldg/Grounds Spec III | 1 | 0 | 1 |
| GIS Manager I | 0 | 1 | 1 |
| Natural Resource Techn III | 1 | 0 | 1 |
| Trades Specialist IV | 1 | 0 | 1 |
| Wildlife Biologist III | 1 | 1 | 2 |
| | | | |
| Wildlife and Freshwater Fisheries | 4 | 7 | 11 |
| Administrative Assistant | 1 | 0 | 1 |
| Natural Resource Tech II | 0 | 1 | 1 |
| Natural Resource Techn II | 1 | 0 | 1 |
| Natural Resource Techn III | 0 | 2 | 2 |
| Trades Specialist V | 0 | 1 | 1 |
| Vehicle Maintenance Supv | 1 | 0 | 1 |
| Wildlife Biologist II | 0 | 1 | 1 |
| Wildlife Biologist III | 0 | 1 | 1 |
| Wildlife Biologist IV | 1 | 1 | 2 |
| | | | |
| Grants Administrator I | 1 | 0 | 1 |
| Grants Coordinator II | 0 | 2 | 2 |
| Information Systems/Business Analyst II | 0 | 1 | 1 |
| It Consultant I | 1 | 1 | 2 |
| Procurement Specialist II | 0 | 1 | 1 |
| Program Manager II | 1 | 0 | 1 |
| Sr. IT Consultant | 0 | 1 | 1 |
| Wildlife Biologist III | 0 | 1 | 1 |

- Please provide information on whether any of the employees who are categorized as leaving for "personal," "retirement," or other reasons, also left in lieu of termination.[19]

  There were nine employees over the last three fiscal years.

- Does the agency analyze turnover; reasons for leaving; and status and salary actions; by division to determine if status and salary actions are having an impact on retention? If so, please provide the information that is analyzed. If not, please describe what data is analyzed by the agency in an effort to keep retention high and turnover low.[20]

  No.

- Please provide a copy of any forms utilized as part of the exit interview process.[21]

  See attached Exhibit H.

[19] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 9
[20] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 10
[21] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 11 and Exhibit I

# OFFICE OF MEDIA AND OUTREACH

## Summary

**The Office of Media and Outreach (OMO)** is in DNR's Executive organizational unit. This organizational unit also includes the Legal Office, Office of Human Resources, Audits Manager, Legislative Liaison, and Special Assistant to the Director.

## Responses to Subcommittee's Follow-Up Questions

The responses below were provided by the agency in their letters to the Subcommittee.

### Wildlife Magazine

- Please provide the following information for each fiscal year from 2013-14 through 2017-18: Number of subscriptions; Total cost to provide (in print, mail, FTE salary, etc.); Total annual revenue; Revenue from subscriptions; Revenue from advertisements; and Revenue from other sources.[22]

| Year | # of Subscriptions (as of July 1) | Revenue from Subscriptions | Annual Revenue | Cost to Provide | Revenue - Cost |
|------|------|------|------|------|------|
| 2013 | 36,653 | $410,595.90 | $415,595.90 | $583,537.62 | ($167,941.72) |
| 2014 | 38,111 | $473,063.58 | $475,376.43 | $650,952.56 | ($175,576.13) |
| 2015 | 36,303 | $371,299.43 | $372,748.46 | $574,962.73 | ($202,214.27) |
| 2016 | 33,188 | $334,881.38 | $337,212.26 | $577,567.73 | ($240,355.47) |
| 2017 | 30,090 | $92,838.12 (Partial) | $93,491.12 (partial) | $171,954.51 (partial) | ($78,463.39) |

**Revenue from advertisements**

South Carolina Wildlife (SCW) is classified as a non-profit publication. This classification reduces the costs to mail the publication to its subscribers, but it limits the ability to advertise to less than 10%, or four pages, of the publication. Between 2013-2014 and today, SCW has not participated in the sales of advertising within the magazine.

As of October 24, 2017, the latest subscriber count was 30,859 for the November-December 2017 mailing. Updates come every two to three weeks. Also, the agency is approaching a season that regularly produces subscription receipts.

---

[22] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 28

## Litter

- Please explain the similarities and differences in DNR's litter program and the Department of Parks, Recreation, and Tourism's litter program(s).[23]

The South Carolina Department of Natural Resources serves as the Chairman and information clearing house of the South Carolina Litter Commission. Established in April of 2015 through the *Take Pride in Where You Live Act,* the Commission is a 12 member team created to collaborate on statewide litter efforts and educate the public on litter prevention and reduction. The Commission meets a minimum of twice per year to discuss strategic planning, education and legal regulations. Staff within the SCDNR Litter Program ensure that all legislative reporting is completed and submitted in a timely manner.

In addition to SCDNR's administrative support to the Commission, SCDNR does maintain a one person litter program focused on public education and how litter effects natural resources, wildlife and fisheries. This program maintains an interactive website (www.dnr.sc.gov/UP2U) and participates in several SCDNR outreach events.

Working with SCDNR law enforcement and the SCDNR social media, the litter program has been successful in assisting with identifying the location and clean-up of illegal dumping sites at boat landings and other public lands. This will continue through education and the Tip 411/0peration Game Theft programs.

It is our understanding that the State Parks Service does not maintain a public outreach litter program. They do maintain litter pick-up through the daily upkeep of trashcans and dumpsters throughout their parks and camping areas. SCPRT also has signage indicating where to place litter throughout the parks. Additionally, where necessary, SCPRT uses wildlife proof containers to reduce the spreading of litter by bears and raccoons.

---

[23] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 26

# OFFICE OF SUPPORT SERVICES - INFORMATION TECHNOLOGY

## Summary

**Office of Support Services Division (OSS)** is one of the agency's organizational units. This unit continuously evaluates and improves administrative and business processes; and the efficiency and effectiveness of internal and external service delivery with a focus on transparency, communication, accountability and the integration of new technologies.

## Responses to Subcommittee's Follow-Up Questions

The responses below were provided by the agency in their letters to the Subcommittee.

### General

- Why do all information technology personnel not report to the agency's information technology director?[24]

  As a distinctly large and unique SCDNR hub tasked with Marine research and monitoring work, Marine Resources Center staff have dealt with scientific data and the need to capture, store, analyze, and archive data on a daily basis since the establishment of the Marine Resources Center in the early 1970s. Information Technology staff located at and reporting to personnel at the Marine Resources Center pre-date the establishment of the position of Information Technology (IT) Director. Marine Resources Center IT staff have supported the Division's specialized scientific computing, equipment, data acquisition, and data management needs on a daily basis for decades.

  Information Technology personnel in Charleston continue to report to the Director of Marine Operations as they serve as a primary support function for agency personnel located in Charleston as well as in outlying facilities in the coastal region. However, Charleston-based IT staff do not function independently of the agency Information Technology Director as requests for access, purchases, hardware and software installations, and network modifications are only done in coordination with and under the direct approval of the Information Technology Director housed in our Columbia office. Despite local supervision, Charleston IT staff must follow all IT policy and procedures as set forth by the agency IT Director and CISO. Marine Resources Division IT staff are assigned access to agency IT resources based on their job roles. The agency IT Director has the discretion to assign such roles as necessary to ensure security of IT resources while allowing Charleston staff to provide necessary and valuable local IT support in Charleston. IT staff in Charleston are not assigned specific access roles to administer agency client-server databases or SCEIS and their ability to indirectly access such resources through the domain administrator role can be eliminated through future refining of access groups within the agency.

[24] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 14

- Does the agency website have a resource members of the public can utilize to determine, for a particular body of water, the entity that owns it and the entity responsible for management of it, similar to the Department of Transportation's Street Finder (i.e., http://www.scdot.org/getting/streetFinder.aspx)[25]

  Yes. There are also resources on our website that point to ownership/maintenance for pier and bank fishing access, boat ramps and SCDNR-managed State Lakes program.

  Lakes/Reservoirs Website:   http://www.dnr.sc.gov/lakes/index .html
  Pier & Bank Fishing Access:   http://www.dnr. sc.gov/lakes/access .html
  Boat Ramps:                          https://www2.dnr.sc.gov/ManagedLands/boatramp/boatrampsearch
  SCDNR-managed State Lakes: http://www.dnr.sc.gov/lakes/state/index .html

## Pocket Ranger Mobile Application

- Please provide the number of users and any other analytics the agency receives from the Pocket Ranger vendor.[26]

| Pocket Rangers - Monthly Top 10 Page Navigation | |
| --- | --- |
| Top 10 Page navigation between September 2017 - October 2017 | |
| | |
| | Total Event |
| Event Name | Occurrences |
| Hunting | 2388 |
| Rules & Regulations | 1513 |
| Fishing | 1357 |
| News | 1079 |
| Licenses & Permits | 964 |
| Advanced GPS Maps | 932 |
| Events | 814 |
| Hunting and Trapping Regulations | 717 |
| Saltwater Fish | 678 |
| Fish Species | 429 |
| | |
| | |
| Statistical data below for period between  10/10/2016 -10/10/2017 | |
| | |
| Total Application downloads | 8,625.00 |
| | |
| Average monthly Application downloads | 663.46 |
| | |
| Average monthly sessions | 7,350.30 |
| | |
| Average monthly users | 2,108.46 |
| | |
| Total Application downloads 01/10/2015 (Inception) - 10/10/2017 | 47,976 |

[25] Letter from DNR to Oversight Subcommittee (November 22, 2017), OEP - Question 4
[26] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 27 and Exhibit N

## Record Retention/Archive

- Is the agency current with transferring records, including electronic ones, to the Department of Archives and History? If not, why?[27]

  The last transmittal of hard copy permanent records was on 2/12/2016. The transfer included the following:

  (a) SCDNR Board Meeting Minutes - 01/16/1998-07/24/2013
  (b) Heritage Trust Meeting Minutes - 02/02/1995-11/10/2011
  (c) Heritage Trust By Laws - 01/01/1974-11/03/1994
  (d) SCDNR Criminal Case Files - 01/01/2002-09/23/2008

  No electronic permanent records have been transferred since SC Department of Archives and History (SCDAH) officially announced the launch of SCERA (SC Electronic Records Archive) on March 14, 2016 which enabled SCDAH to accept permanent electronic records from state agencies.

  SCDNR is working with the SCDAH Electronic Records Archivist on preparation and transfer of our first permanent electronic records. We anticipate to transfer before year end. (Mid-December 2017)

- Please explain the process utilized by the agency to transfer all, if any, required documents to the Department of Archives?[28]

  1. Agency Division Records liaisons identify permanent records that have met the Agency retention based on General and Specific retention schedules.
  2. The Division liaison contacts the Records Office for validation of records retention being met and to obtain archival boxes and tape for preparation of transfer.
  3. Records Office assist Division with preparation of boxes and completion of the State Records Center Transmittal Spreadsheet that includes the type of records being transferred, date range and the number of boxes.
  4. The SC Records Center Transmittal Spreadsheet is emailed to SCDAH Archives Processing for confirmation and approval of transfer. Once approved, archival labels are affixed to boxes for transfer and SCDAH schedules a pick up date and time for the records.

---

[27] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 44
[28] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 45

## Summary

**Office of Support Services Division (OSS)** is one of the agency's organizational units. This unit continuously evaluates and improves administrative and business processes; and the efficiency and effectiveness of internal and external service delivery with a focus on transparency, communication, accountability and the integration of new technologies.

## Responses to Subcommittee's Follow-Up Questions

The responses below were provided by the agency in their letters to the Subcommittee.

### In General

- Please provide the graph with information about appropriations received by the agency over the years, which the Director referenced during the meeting.[29]

**General Funds Appropriations History**

| FY | General Funds Recurring |
|------|------------|
| 2000 | 28,667,654 |
| 2001 | 30,179,075 |
| 2002 | 27,112,250 |
| 2003 | 26,218,873 |
| 2004 | 20,345,591 |
| 2005 | 18,290,560 |
| 2006 | 22,003,384 |
| 2007 | 24,452,952 |
| 2008 | 26,227,381 |
| 2009 | 26,023,956 |
| 2010 | 18,860,741 |
| 2011 | 14,684,685 |
| 2012 | 14,517,799 |
| 2013 | 15,754,782 |
| 2014 | 18,799,309 |
| 2015 | 21,695,343 |
| 2016 | 23,400,322 |
| 2017 | 24,098,671 |
| 2018 | 28,563,858 |
| Avg | 23,883,177 |



General Fund Appropriations

---
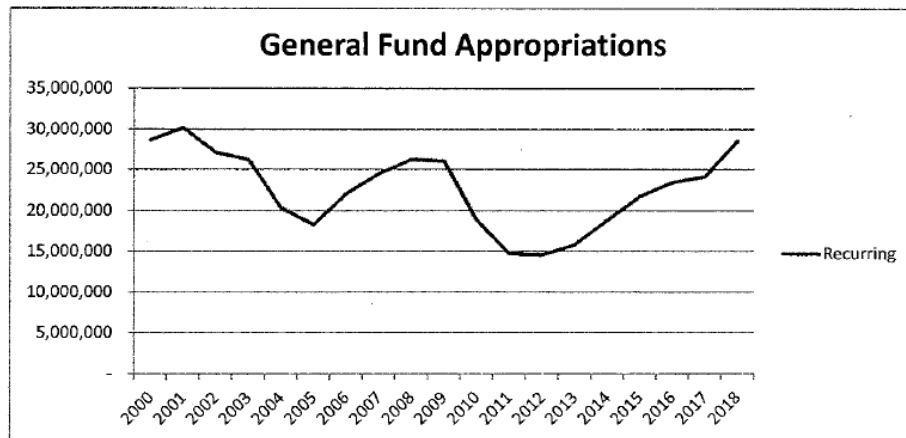
[29] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 16 and Exhibit K

- Currently approximately 43% of the agency's entire budget comes from federal grants. With that background, please answer the questions below.

  o What is the agency's plan to continue its programs if there is a new round of tax cuts by the federal government during which these grants are cut?[30]

  Federal grants are an important component of the agency's funding and are necessary to meet agency goals. Federal funds are comprised of a number of funding categories, including formula grants and competitive grants. All of these grant programs are dependent upon the availability of funds through the federal appropriations process, and some of these funding sources are protected in Federal law and less likely to be impacted by cuts to the domestic discretionary budget as a result of tax cuts. Fortunately for SCDNR, a significant proportion of these grants are formula grants.

  Examples of formula grants include the Wildlife/Sport Fish Restoration (WSFR) funds, including Dingell-Johnson (related to recreational fish resource research/monitoring/stock enhancement) and the Pittman-Robertson Funds (related to game species) funds. These funds are established in federal law and are apportioned to the states by prescribed formulas and are funded by excise taxes paid by the recreational fisher or hunter when they buy fishing and hunting equipment. Other grants include State Wildlife Grants, Endangered Species Act Grants, Boater Infrastructure Grant, Clean Vessel Act grants, etc.

  Categorical project grants, or competitive grants, come largely through agencies within the federal government that administer projects aimed at specific agency research needs. These funding agencies solicit proposals through a Request for Proposal (RFP) process and proposals are then competitively judged/reviewed by experts for scientific merit and applicability to RFP. Two main SCDNR funding agencies are the Dept. of Interior's US Fish and Wildlife Service (USFWS) and Dept. of Commerce's National Oceanic and Atmospheric Administration (NOAA).

  Department staff are encouraged to be entrepreneurial in terms of seeking outside funding support and have developed strong professional relationships with collaborators nationwide , invested in hiring competitive nationally recognized scientists and biologists, have access to state of the art technology, and have successfully competed for dwindling federal resources even during hard budget times. In addition, staff have also developed contracts with NGOs, cities and municipalities, and others to support staff while meeting the agency's mission. The agency plans to continue to encourage staff to enhance their professional reputations as leaders in the field in order to remain competitive for these competitively-awarded grants.

  o Are there critical need programs the agency currently has which are funded by federal grants?[31]

  Yes, a number of the most vulnerable and important programs in the department could be lost, including, but not limited to, the following programs:

---

[30] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 22
[31] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 22

- MARMAP - This program provides the bulk of data used to monitor oceanic fish stocks like red snapper, black seabass, groupers, etc., between Cape Canaveral, FL, and Cape Hatteras, NC. This data is critical for assessing stock abundance which is used to establish fishing regulations in federal and state waters.

- Inshore Fish Assessment program - A larger portion of this program is funded by a federal grant (RecFin). Loss of funding would jeopardize the long-term data sets for species like red drum, spotted sea trout, flounder and others. Loss of this data would not allow SCDNR to track population status and provide expert advice to inform the Legislature on fishery laws. This could result in a collapse of these popular, and economically valuable, fisheries.

- Genetic Research used in stock assessments to identify fish stocks and population health.

- Sea Turtle Monitoring and Research - This program has documented turtle population trends and coordinated research into sea turtle health.

- Fisheries Statistics - The agency is required by state law to collect landings data to help inform the management of commercial fisheries.

- Wildlife Habitat Management and Public Hunting Programs - Wildlife Restoration (Pittman-Robertson) funds are the primary funding source for all habitat management and hunting programs on public lands.

- Wildlife Research and Monitoring - Research and monitoring of wildlife is accomplished through the use of Wildlife Restoration and State Wildlife Grant funds. Undetected declines in these species could result in loss of recreational opportunity and associated economic benefits as well as increased regulatory restrictions.

- Environmental Review - A portion of the DNR Office of Environmental Program is funded through Wildlife and Sport Fish Restoration funds. Inability to review proposed environmental impacts and mitigation measures may result in direct habitat and species losses.

- Freshwater aquatic education programs are supported with a grant through the Sport Fish Restoration Program.

- Monitoring of endangered sturgeon in South Carolina is partially supported by funds from the U. S. Army Corp of Engineers.

- Three out of five of the fully operational freshwater hatcheries are supported with federal funds through the Sport Fish Restoration Program.

- Freshwater Fisheries research, monitoring and habitat enhancement is accomplished through the use of Sport Fish Restoration Funds and State Wildlife Grant funds.

- Recreational fishing opportunities in small impoundments is provided through the State Lakes Program supported with Sport Fish Restoration Funds.

- Please provide the following percentages:[32]
  - o Agency operations funded by fees versus the general fund; and
  - o Each division's operations funded by fees versus the general fund.

| FY 2016-17 Agency Funds | | | | |
|---|---|---|---|---|
| Division | Fees / Revenue | General Fund | Federal | Mitigation / Pass through |
| Support Services/Executive | 52.90% | 39.40% | 7.60% | 0.00% |
| Wildlife and Freshwater Fisheries | 47.10% | 5.00% | 42.80% | 5.10% |
| Marine Resources | 41.80% | 13.00% | 45.20% | 0.00% |
| Law Enforcement | 27.10% | 55.10% | 17.80% | 0.00% |
| Land, Water, and Conservation | 22.10% | 44.80% | 27.30% | 5.70% |
| Agency Wide | 38.80% | 30.50% | 28.90% | 1.90% |

- Please provide a list of all of the agency programs or deliverables that are completely funded by the amounts charged to those who utilize the programs or deliverables.[33]

  This fiscal year, Licensing, Titling and Registration is completely funded by the amounts charged to those who utilize the deliverables.

- Please provide information the agency gathered three years ago about fees, which agency representatives mentioned during the meeting.[34]

  See attached Exhibit I.

- How much has DNR collected from citations during each of the last three fiscal years?[35]

  According to the South Carolina Enterprise Information System (SCEIS), the fine receipts for SCDNR for the last three years is as follows:

| DNR Received from Citations | |
|---|---|
| 2015 | $ 336,172.74 |
| 2016 | $ 266,700.55 |
| 2017 | $ 320,237.13 |

---

[32] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 17
[33] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 18
[34] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 17 and Exhibit L
[35] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 21

## Credit Card Fees

- How much has the agency spent on credit card or other banking transaction fees which resulted from the consumer's choice of payment during the last three years?[36]

| Merchant Fee Expenditures | |
|---|---|
| Year | Fees charged to agency |
| FY 2015 | $33,268.59 |
| FY 2016 | $40,603.72 |
| FY 2017 | $45,099.57 |
| TOTAL | $118,971.88 |

- Does the agency have a contract with a credit card vendor and credit card processing vendor or does the agency participate in a statewide contract for these services which all state agencies utilize?[37]

    The agency participates in the statewide contract which is available to all state agencies.

## Funds for unfilled positions

- Please provide information on how funds for unfilled positions may be utilized by the agency.[38]

    The agency may transfer funds for unfilled positions to budget lines for other operating expenses within the program or personal services and other operating expenses outside of the program. These transfers are restricted by the parameters set forth in Proviso 117.9.

    117.9. (GP: Transfers of Appropriations) Agencies and institutions shall be authorized to transfer appropriations within programs and within the agency with notification to the Executive Budget Office and Comptroller General. No such transfer may exceed twenty percent of the program budget. Upon request, details of such transfers may be provided to members of the General Assembly on an agency by agency basis.  Transfers of appropriations from personal service accounts to other operating accounts or from other operating accounts to personal service accounts may be restricted to any established standard level set by the State Fiscal Accountability Authority upon formal approval by a majority of the members of the State Fiscal Accountability Authority.

## Lease Agreements

- Is there a common area maintenance fee in all the buildings the agency leases to other entities?[39]

    The Beardon House rent is for a flat fee that does not include a common area maintenance fee.

---

[36] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 21
[37] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 22
[38] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 8
[39] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 23

# MARINE RESOURCES DIVISION

## Summary

**Marine Resources Division (MRD)** is one of the agency's organizational units.  This unit works to sustain the State's living marine resources for the cultural, recreational, commercial and economic benefit of the state's citizens and visitors.

## Responses to Subcommittee's Follow-Up Questions

The responses below were provided by the agency in their letters to the Subcommittee.

### Finances and Fees

- **Other than the visual at the entrance of the Marine Resources Research Institute building, where else does the agency publicize how the agency utilizes money it receives from licenses, fees, and/or permits? (e.g., website, Wildlife magazine, etc.)**[40]

    The agency has at various times put information on the web site and issued news releases on the Sport Fish and Wildlife Restoration program, especially during the year 2012 when the 75th anniversary celebration of the program was ongoing nationwide.  See the following couple of examples:

    http://www.dm.sc.gov/wma/wildrestact.html http://www.dnr.sc.gov/news/yr2012/ janl 9/janl 9 wfsr.html

    The Saltwaterfishing.sc.gov website provides annual reports of all projects that utilize saltwater license funds.  Use the following link for the 2017 report.
    http ://saltwaterfishing.sc. gov/reports/fy2017 .html

    In 2016, SCDNR's Coastal Resources blog highlighted how saltwater license funds support coastal fisheries.

    MRD staff provide annual reports following each fiscal year.  Those reports are available on requests.

    At SCDNR's coastal licensing office on Fort Johnson Road, a full size stand-up banner is displayed in both the commercial license office and boat titling/licensing building.

    An 8.5"x 11" counter display was placed at approximately 50 coastal vendors of outdoor equipment (i.e. tackle shops, Walmart etc.).

    The 8.5"x 11" counter display was also used at SCDNR Marine Division booths during five annual outdoor shows.

---

[40] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 20

## Contracts

- Please provide a list of the three to five largest contracts, in dollar amount, the Marine Resources Division has with outside vendors and provide a copy of each of these contracts.[41]

  1. Contract #4400015421 - Ship Maintenance & Repair/Crane Vendor: Metal Trades
     Contract Term: March 7, 2017 - September 5, 2017 Contract Amount: $456,279.00

  2. Contract #4400016150 - HVAC Maintenance & Repair Services Vendor: Daikin Applied
     Contract Term: July 1, 2017 - June 30, 2022 Contract Amount: $149,900.00

  3. Contract #4400017173 - Maintenance on Histology Equipment Vendor: Southeast Pathology Instrument
     Contract Term: September 28, 2017 – September 27, 2022 Contract Amount: $73,750.00

  4. Contract #4400016271 - Artificial Reef Construction Vendor: Stevens Towing Company
     Contract Term: June 2, 2017 - July 31, 2017 Contract Amount: $78,000.00

  5. Contract #4400016120 - Purchase and Delivery of Oyster Shells Vendor: Lloyds Oyster House
     Contract Term: May 16, 2017 - July 31, 2017 Contract Amount: $44,500.00

     The contract documents are on the Oversight Committee's webpage.

## Horseshoe Crabs

- How many years have horseshoe crab permits for biomedical purposes been available?[42]

  27 years, beginning in 1991.

- How many of these permits have been obtained during each of the last three years?[43]

| Permits to Harvest Horseshoe Crabs for Biomedical Purposes | |
| --- | --- |
| Year | Number of Permits |
| 2015 | 17 |
| 2016 | 0 (Processing lab was closed for renovations and recertification by FDA) |
| 2017 | 18 |

- How many horseshoe crabs is a holder of one of these permits allowed to harvest/borrow?[44]

  There is no limit established by the state.  Rather the number harvested is based on how many the bleeding facility can handle during the limited harvest season which typically runs from late March to early June.  Each year there is a preseason meeting where DNR representatives review permit conditions and Charles River Endosafe provides each supplier a seasonal quota.  DNR samples crabs at the bleeding facility weekly to make estimates of average size and sex of crabs being bleed. Each year the total number of crabs collected is provided to DNR and subsequently to The Atlantic States Marine Fisheries Commission as part of our compliance with the interstate management plan.  Because Charles River Endosafe is the only processor in South Carolina, these data are deemed by state and federal law as confidential.

---

[41] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 24 and Exhibit M
[42] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 29
[43] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 30
[44] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 31

- What potential negative impacts does the agency believe exist if a fee was required for these types of permits?[45]

   Minimal impact for a reasonable fee.

- Does the agency have any information on standard industry prices for the blood those with permits obtain from the horseshoe crabs?[46]

   The suppliers are paid by the number of crabs delivered to the facility, not by the amount of blood collected. An estimated $400,000 to $500,000 is paid to the harvesters each year. We are not privy to the quantity of blood collected or its value.

## Loggerhead Turtle Nests

- What does the agency attribute to the dip in loggerhead turtle nests in 2014?[47]

   DNR does not know the specific cause of the dramatic dip in turtle nests in 2014. However, monitoring of nests by DNR since the early 1980's shows that similar events also occurred in 1993 and 2004. While the specific cause of these events remains unknown, the overall pattern of sea turtle recovery remains clear in DNR's long-term data.

## Saltwater Recreational Fisheries Advisory Committee (SRFAC)

- Please confirm the information attached from the Secretary of State's website is accurate in regards to the date this committee was initially formed and the following regarding each of its members:[48]
   o Name
   o Appointed by
   o Most recent appointment date
   o Date term, from most recent appointment date, ends

| SALTWATER RECREATIONAL FISHERIES ADVISORY COMMITTEE (As of October 2017) | | |
|---|---|---|
| Name | Appointee of | Term, date term ends, etc. |
| Mr. Skeeter Nash, Chair | Governor | 2nd term expires 6/30/08<br>Appointed by Gov. Hodges 3/23/00<br>Appointed by Gov. Sanford 5/30/03<br>Reappointed by Gov. Sanford 12/29/05 |
| Mr. Thomas C. Webster, Vice Chair | Beaufort County | 1st term expires 6/30/04<br>Appointed by County Delegation 1/26/01 |
| Mr. John E. Tanner | Governor | 1st term expires 6/30/08<br>Appointed by Gov. Sanford 3/30/04 |

---

[45] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 32
[46] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 33
[47] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 34
[48] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 35

| Mr. Wally Lee | Georgetown County | 1st term expires 6/30/20<br>Appointed by County Delegation<br>2/20/2015 |
|---|---|---|
| Mr. Charles Griffith | Colleton County | 2nd term expires 6/30/2012<br>Appointed by Senator Grooms of Colleton<br>County 12/15/2008 |
| Mr. Daniel E. Henderson | Jasper County | 1st term expires 6/30/04<br>Appointed by Rep. Pinckney, Jasper<br>County Delegation 10/26/00 |
| Mr. Gary M. Gist | Charleston County | 1st term expires 6/30/2021<br>Appointed by County Delegation<br>09/14/2017 |
| Dr. Jeffrey H. Wallen | Horry County | 2nd term expires 6/30/12<br>Appointed by County Delegation, 4/6/06<br>and 3/19/08<br>Reappointed by County Delegation<br>6/20/2013- 2nd term expires 6/30/2016 |
| Vacant | Berkeley County | Edward J Meadows, Jr. resigned 1/12/15 |
| Vacant | Dorchester County | Doug Reardon resigned 11/1/2015 |
| Ms. Elizabeth Willis | DNR Board liaison | Appointed May 2015 |

- **Please provide the date the agency's Marine Advisor Board was initially formed, purpose for which it was formed, who serves on the Board, how those members are chosen, and the length of their terms.**[49]

    The predecessor of the Marine Advisory Committee was formed in 1972 which was shortly after the Marine Resources Division began operating at the SC Marine Resources Center. The committee was renamed the Marine Advisory Board in January 1974. Based upon meeting minutes from 1974, it appears the MAB had 7 members who represented various aspects of the seafood industry.   Executive orders reauthorized the Board in 1986 and again in 1989. The committee was renamed the Marine Advisory Committee in 1994.

    ### From the 1989 executive order:
    The Advisory Boards shall work with their respective counterparts within the Department's organization and shall serve as liaison between the Wildlife and Marine Resources Commission and the representative (sic) of both the public at large and the business and industry interests involved. In addition, the advisory boards shall assist the Commission as requested in determining appropriate Commission policies relating to their respective areas of concern and to the Commission overall.

    Marine Advisory Committee meetings have served as public hearing venues for a number of challenging issues over the years.   Subcommittees have been formed to study various issues and report back to the full committee. Legislative proposals developed by MRD staff, or proposed by the general public, are typically presented to, and discussed by, the MAC. If approved, proposals are forwarded to the DNR Board for formal approval before being pursued as legislation. The MAC has examined issues related to both recreational and commercial fisheries, as well as

---

[49] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 36

habitat and water quality.

- Please provide a list of how the functions of the SRFAC and the agency's Marine Advisor Board may be duplicative.[50]

The functions of the Marine Advisory Committee are presented above (Question 36).

The activities of the Saltwater Recreational Fishery Advisory Committee (SRFAC) are specified by state law:

**SECTION 50-5-1950.** *Saltwater Recreational Fisheries Advisory Committee established; composition; compensation; term.*
  *(A) A Saltwater Recreational Fisheries Advisory Committee is established to assist in prioritizing the expenditures of monies received in the special account. The committee is composed of*
     *(1) one member of the Board of the Department of Natural Resources to serve ex officio;*
     *(2) two at-large members appointed by the Governor; and*
     *(3) one member from each of the following coastal counties appointed by a majority of the respective legislative delegations of Beaufort, Charleston, Colleton, Georgetown, Horry, Jasper, Dorchester, and Berkeley Counties.*
  *(B) The members in subsection (A)(2) and (3) shall represent the saltwater recreational fishing community.*
  *(C) Committee members shall be paid the usual mileage, subsistence, and per diem as prescribed by law for members of state boards, commissions, and committees to be paid from revenues from the sale of stamps, licenses, prints, and related articles.*
  *(D) The terms of members in subsection (A)(2) and (3) are for four years and are limited to two consecutive terms. Vacancies shall be filled for the remainder of the unexpired term in the manner of original appointment.*

Historically, the SRFAC's actions have been focused primarily on reviewing DNR's proposed budget for Saltwater License funds. The committee has occasionally chosen to provide unsolicited statements to the DNR Board regarding recreational fishing issues and the Committee often provides observations on saltwater fishing trends and news that they observed, or were reported to them by saltwater anglers. Presently, the Marine Advisory Committee is comprised primarily of saltwater recreational enthusiasts and there are no commercial fishing interests

---

[50] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 37

# LAND, WATER, AND CONSERVATION DIVISION

## Summary

**Land, Water, and Conservation Division (LWC)** is one of the agency's organizational units.  This unit develops and implements programs that study, manage, and conserve the state's land and water resources through planning, research, technical assistance, public education and the development of a comprehensive natural resources database.

## Responses to Subcommittee's Follow-Up Questions

The responses below were provided by the agency in their letters to the Subcommittee.

### Aquatic Plant Management Council

- Please provide the following information related to the council:[51]
    - Council Rules;
    - Council Regulations; and
    - List of Council Members with the date they began serving on the council and attendance at council meetings from that time to the present.

    Council Rules

    See attached Exhibit J , By Laws of the South Carolina Aquatic Plant Management Council.

    Council Regulations

    SECTION 49-6-30.  Aquatic Plant Management Council; membership; duties.
    There is hereby established the South Carolina Aquatic Plant Management Council, hereinafter referred to as the council, which shall be composed of ten members as follows:

    1. The council shall include one representative from each of the following agencies, to be appointed to the chief executive officer of each agency:

        a. Water Resources Division of the Department of Natural Resources;
        b. South Carolina Department of Health and Environmental Control;
        c. Wildlife and Freshwater Fish Division of the Department of Natural Resources;
        d. South Carolina Department of Agriculture;
        e. Coastal Division of the Department of Health and Environmental Control;
        f. South Carolina Public Service Authority;
        g. Land Resources and Conservation Districts Division of the Department of Natural Resources;

---

[51] Letter from DNR to Oversight Subcommittee (November 3, 2017), Question 1 and Exhibit A

h. South Carolina Department of Parks, Recreation and Tourism;
i. Clemson University, Department of Fertilizer and Pesticide Control.

The representative of the Water Resources Division of the Department of Natural Resources shall serve as chairman of the council and shall be a voting member of the council.

The council shall provide interagency coordination and serve as the principal advisory body to the department on all aspects of aquatic plant management and research. The council shall establish management plans, and advise the department on research priorities.

<u>List of Council Members with the date they began serving on the council and attendance at council meetings from that time to the present.</u>

## AQUATIC PLANT MANAGEMENT COUNCIL ATTENDANCE (1/2007 - CURRENT)

| MEETING NUMBER | DATE | CHAIRMAN PAGE DE KOZLOWSKI* | SCDHEC-EC EIDSON | SCDNR-WFF SIMMONS PERRY* | SCDA WANNAMAKER TOMPKINS* | SCDNR-LWC MARSHALL CRIBB* | SCDHEC-OCRM THOMPSON HENSEL* | SCPSA McCORD INABINET* | SCPRT HURLEY HUTTO* | CLEMSON-DPR LOGNION LAY* | GOVERNOR'S OFFICE VACANT |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 93 | 2/1/2007 | X | X | X | X | X | | X | X | | |
| 94* | 3/15/2007 | X | X | X | | X | | X | X | | |
| 95 | 11/29/2007 | X | X | X | X | X | | X | X | X | |
| 96 | 1/25/2008 | X | X | X | X | X | | X | | X | |
| 97* | 3/13/2008 | X | X | X | X | | | X | X | | |
| 98 | 11/19/2008 | X | X | X | | X | | X | X | X | |
| 99 | 1/23/2009 | X | X | X | X | X | | X | X | X | |
| 100* | 3/4/2009 | X | X | X | | X | | X | | X | |
| 101 | 7/14/2009 | X | X | X | | X | | | | X | |
| 102 | 11/17/2009 | X | X | X | | X | X | X | X | X | |
| 103 | 1/13/2010 | X | | | X | X | X | X | X | X | |
| 104* | 3/11/2010 | X | X | X | | X | X | X | X | X | |
| 105 | 11/18/2010 | X | X | | | X | | X | X | | |
| 106 | 1/20/2011 | X | X | X | | X | | X | | X | |
| 107* | 3/17/2011 | X | X | X | | X | | X | | X | |
| 108 | 11/16/2011 | X | X | X | | X | | | X | X | |
| 109 | 1/10/2012 | X | X | X | X | X | | X | X | | |
| 110* | 2/14/2012 | X | X | | X | X | | X | X | | |
| 111 | 11/14/2012 | X | X | X | X | X | | X | X | | |
| 112 | 1/21/2013 | X | X | X | | X | X | X | X | X | |
| 113* | 3/11/2013 | X | X | X | X | | | X | X | | |
| 114 | 12/11/2013 | X | X | | X | X | | X | X | | |
| 115 | 2/4/2014 | X | X | | X | X | | X | | X | |
| 116* | 3/18/2014 | X | X | X | X | X | | X | X | | |
| 117 | 12/19/2014 | X | X | X | | | | X | X | | |
| 118 | 2/18/2015 | X | X | X | X | X | | X | X | | |
| 119* | 4/22/2015 | X | X | X | X | X | | X | X | X | |
| 120 | 12/3/2015 | X | X | X | X | X | | X | X | X | |
| 121 | 1/20/2016 | X | X | X | X | X | | X | X | X | |
| 122* | 3/8/2016 | X | X | X | X | X | X | X | X | X | |
| 123 | 12/6/2016 | X | X | X | X | X | | X | X | X | |
| 124 | 2/22/2017 | X | X | X | X | X | | X | X | | |
| 125* | 4/17/2017 | X | X | X | X | X | X | X | X | | |
| TOTALS | | 33/33 | 32/33 | 28/33 | 20/33 | 30/33 | 6/33 | 31/33 | 27/33 | 19/33 | 0/33 |
| % ATTENDED | | 100 | 97 | 85 | 61 | 91 | 18 | 94 | 82 | 58 | 0 |
| % MISSED | | 0 | 3 | 15 | 39 | 9 | 82 | 6 | 18 | 44 | 100 |

X - Attended Meeting
# - Former Member
* - Vote on Final Plan
Appointment Date
Medical or Family

## Soil and Water Conservation District

- Please provide the form each district must complete on a monthly basis. If there is no specific form related to the monthly report received by the agency, please provide one to three sample monthly reports which will show the type of information districts include in monthly reports.[52]

    The Monthly Report includes the activities of the DNR-Conservation Districts Program staff and the activities of the individual conservation districts. There is not a specific form for the conservation districts to submit. The format is a narrative of the district's activities during the month.

    See attached Exhibit K, Soil and Water Conservation Districts-September 2017 Monthly Report Examples.

- Does the agency have the ability to determine what percentage of the districts activities are related to the farm bill? If so, please provide this percentage.[53]

    While each conservation district is involved in Farm Bill activities, to answer this question would require input from each district as there are many variables in Farm Bill activity percentage levels.

## Flood Insurance Policy Surcharge

- Please provide the following information about the flood insurance policy surcharge:[54]
    - Who currently receives the funds;
    - Annual amount received each of the last two years; and
    - How DNR would utilize the funds if they were directed to the agency's flood mitigation unit.

    After researching this issue with the Department of Revenue and the Department of Insurance, it appears that this surcharge is no longer being collected in South Carolina. This is a surcharge that is allowed by FEMA but not required. Most states that collect the surcharge fee use it to help support their Flood Mitigation Program and staff.

    If the one dollar policy fee was to be redirected to the SCDNR Flood Mitigation Program it would be allocated to enhance the programs efforts to relay the true level of flood risk of the citizens of South Carolina. The funding would be allocated on an as-needed basis to enhance the following programs. First, the funding would be used to increase and enhance the outreach and education efforts that are part of the State Coordinating office requirements. Under the Community Assistance Program-State Support Services Element grant FEMA funds outreach through teaching of classes and audits of communities floodplain management programs. However, funding is limited and results in a gap in addressing specific needs of communities. Second, the funding would be used to enhance the FEMA Flood Insurance Rate Maps. Currently, with no state funding the Cooperating Technical Partners (CTP) program is tied to FEMA's metrics and funding level. The funding would allow flexibility to address needs or deficiencies identified that FEMA funding does not cover. Also, this funding would allow the CTP program to identify the funding as cash match which increases the availability of additional funding under the current CTP grant

---

[52] Letter from DNR to Oversight Subcommittee (November 3, 2017), Question 3 and Exhibit D
[53] Letter from DNR to Oversight Subcommittee (November 3, 2017), Question 4
[54] Letter from DNR to Oversight Subcommittee (November 3, 2017), Question 5

structure. Third, the funding would be used to segment the SC Flood Inundation Mapping and Alert system that is being developed by the Flood Mitigation program with a FEMA Hazard Mitigation Grant Program (HMGP) grant. The SC Flood Inundation and Alert system is being created to assist the following, but not limited to local governments, citizens and law enforcement with understanding flood risk. The information can be used to relay true flood risk for a property, planning, evacuations and rescues. The HMGP grant has only funded two sites within the state to develop and deploy flood inundation mapping and warning. The funding would be used to create the data needed to provide inundation mapping to additional sites of the state. Finally, the funding would be used to cover disaster costs incurred while assisting communities during and following flooding events. These costs are not reimbursable under the Public Assistance program as they are considered increased administrative cost. However, it is critical that local governments receive assistance as soon as possible to ensure they assist their citizens correctly and efficiently; while also staying in compliance with the requirements of the National Flood Insurance Program.

## Scenic Rivers

- Please provide the criteria for designating a river as a scenic river.[55]

  See attached Exhibit L, Criteria for Eligibility and Classification of South Carolina State Scenic Rivers-October 2017.

- Please list the benefits for a river being designated a scenic river.[56]

  o Increased recognition and awareness of the river and its significant attributes.
  o Partnerships for river conservation and management enabled though a local Scenic River Advisory Council which is established by the SC Department of Natural Resources.
  o Additional tax benefits to landowners who may elect to donate conservation easements to the state on lands adjacent to scenic rivers.
  o Increase level of state review of permit applications for construction (e.g. docks) within the waters of scenic rivers.

## Heritage Trust

- Please provide the last three monthly financial statements related to the Heritage Trust.[57]

  See next page, *South Caroline Heritage Trust Fund-Document Stamp Receipts & Investment Earning.*

---

[55] Letter from DNR to Oversight Subcommittee (November 3, 2017), Question 6 and Exhibit E
[56] Letter from DNR to Oversight Subcommittee (November 3, 2017), Question 7
[57] Letter from DNR to Oversight Subcommittee (November 3, 2017), Question 2 and Exhibit C

| Month | FY 03 | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 | FY 18 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| JUL | 329,707.98 | 373,110.32 | 571,280.05 | 753,805.98 | 827,148.28 | 677,543.15 | 449,049.58 | 269,007.88 | 333,635.70 | 276,947.08 | 322,761.93 | 386,838.21 | 462,984.31 | 587,026.86 | 698,791.27 | 736,417.55 |
| AUG | 343,014.39 | 409,744.33 | 509,626.72 | 725,473.38 | 688,066.58 | 623,756.35 | 451,871.65 | 288,884.93 | 265,466.77 | 238,835.10 | 327,861.41 | 419,247.23 | 476,362.41 | 550,610.50 | 553,409.23 | 602,902.86 |
| SEP | 339,892.22 | 398,305.14 | 532,815.37 | 796,556.60 | 729,588.20 | 624,033.13 | 379,202.05 | 256,598.84 | 213,928.79 | 262,802.29 | 332,044.47 | 429,787.90 | 481,566.81 | 551,378.55 | 624,699.35 | 664,624.02 |
| OCT | 301,397.95 | 397,079.83 | 525,258.11 | 733,958.82 | 600,740.48 | 513,810.80 | 330,001.32 | 273,377.68 | 255,988.13 | 259,083.88 | 263,589.62 | 378,045.17 | 409,996.98 | 520,277.18 | 600,038.15 | |
| NOV | 302,485.85 | 439,219.11 | 483,134.94 | 576,236.85 | 636,106.66 | 583,778.75 | 314,041.14 | 259,240.59 | 214,636.06 | 238,024.56 | 305,086.93 | 389,791.81 | 467,035.58 | 469,647.85 | 567,305.81 | |
| DEC | 259,974.02 | 320,048.90 | 397,378.94 | 765,211.59 | 574,185.82 | 485,100.57 | 224,297.75 | 229,662.35 | 218,203.21 | 214,771.97 | 329,847.40 | 323,496.92 | 379,936.42 | 405,361.34 | 498,776.19 | |
| JAN | 344,578.35 | 463,719.31 | 668,978.20 | 707,574.37 | 684,600.93 | 483,521.10 | 282,186.20 | 334,559.62 | 300,511.14 | 288,537.58 | 402,397.74 | 486,460.08 | 542,734.41 | 546,401.95 | 629,683.16 | |
| FEB | 276,426.74 | 315,464.47 | 394,345.65 | 531,011.44 | 524,996.35 | 370,348.10 | 177,990.22 | 180,251.81 | 196,233.59 | 197,114.39 | 264,383.09 | 292,320.88 | 319,063.32 | 378,700.64 | 448,571.63 | |
| MAR | 235,920.17 | 289,253.85 | 515,686.91 | 626,766.04 | 505,140.11 | 350,036.95 | 175,001.76 | 179,008.82 | 191,097.66 | 199,232.93 | 234,826.28 | 267,078.33 | 331,263.34 | 456,544.11 | 369,190.75 | |
| APR | 307,170.67 | 438,779.99 | 514,107.58 | 737,609.20 | 630,910.52 | 434,809.26 | 209,640.66 | 241,568.91 | 239,948.37 | 264,082.39 | 276,218.09 | 361,736.85 | 455,072.02 | 504,848.30 | 595,856.88 | |
| MAY | 340,536.71 | 472,261.05 | 754,018.88 | 688,877.97 | 605,564.65 | 425,011.61 | 210,795.14 | 228,118.04 | 220,081.90 | 269,720.25 | 348,056.38 | 376,112.75 | 469,915.41 | 517,731.92 | 621,923.55 | |
| JUN | 359,857.54 | 483,148.75 | 683,370.28 | 818,994.43 | 635,630.66 | 414,731.97 | 230,149.99 | 295,423.59 | 265,918.50 | 319,895.95 | 394,567.41 | 425,542.25 | 498,716.27 | 554,924.85 | 646,392.64 | |
| Document Stamp Fee | 3,740,962.59 | 4,800,135.05 | 6,550,001.63 | 8,462,076.67 | 7,642,679.24 | 5,986,481.74 | 3,434,227.46 | 3,035,703.06 | 2,915,649.82 | 3,029,048.37 | 3,801,640.75 | 4,536,458.38 | 5,294,647.28 | 6,043,454.05 | 6,854,638.61 | 2,003,944.43 |
| Change vs Pre | 12.8% | 28.3% | 36.5% | 29.2% | -9.7% | -21.7% | -42.6% | -11.6% | -4.0% | 3.9% | 25.5% | 19.3% | 16.7% | 14.1% | 13.4% | |
| | | | | | | | | | | | | | | | | |
| JUL | 2,448.72 | 9,330.06 | 19,459.76 | 33,190.75 | 31,156.79 | 53,584.81 | 34,131.44 | 20,344.48 | 20,170.68 | 8,685.17 | 6,922.68 | 6,923.87 | 6,038.30 | 6,731.28 | 6,732.47 | 7,622.39 |
| AUG | 4,552.01 | 12,782.07 | 26,593.31 | 46,061.39 | 74,984.64 | 72,728.53 | 48,238.46 | 31,379.94 | 17,153.46 | 7,881.70 | 6,775.05 | 6,191.81 | 6,050.21 | 6,931.65 | 5,799.42 | 12,672.47 |
| SEP | 4,132.91 | 8,147.64 | 18,258.00 | 28,609.64 | 60,632.02 | 77,811.34 | 51,137.91 | 37,042.46 | 22,602.27 | 12,053.91 | 10,836.32 | 10,396.46 | 8,707.88 | 9,089.26 | 7,426.82 | 13,411.57 |
| OCT | 4,067.39 | 7,607.73 | 19,573.70 | 34,172.52 | 57,918.40 | 69,173.04 | 53,073.25 | 26,905.93 | 17,812.57 | 7,567.22 | 7,344.28 | 6,796.73 | 5,898.83 | 5,847.95 | 4,903.38 | |
| NOV | 6,915.00 | 16,293.23 | 26,635.83 | 65,407.95 | 74,212.85 | 79,198.53 | 33,176.46 | 33,397.03 | 14,909.85 | 5,444.66 | 7,584.78 | 6,559.87 | 5,543.03 | 6,934.04 | 12,767.23 | |
| DEC | 7,429.27 | 16,073.96 | 26,312.19 | 43,993.09 | 64,843.06 | 44,739.86 | 28,113.03 | 21,823.70 | 11,893.73 | 6,168.68 | 6,775.46 | 9,297.84 | 7,158.35 | 7,817.44 | 10,994.72 | |
| JAN | 5,894.51 | 19,244.13 | 27,913.35 | 52,969.04 | 58,031.48 | 46,281.52 | 26,313.23 | 21,840.42 | 11,439.74 | 5,329.12 | 7,060.69 | 5,900.51 | 5,875.04 | 7,333.92 | 8,681.81 | |
| FEB | 6,574.44 | 16,924.77 | 31,039.28 | 56,023.44 | 96,910.89 | 51,400.33 | 26,809.72 | 23,196.28 | 10,706.65 | 6,808.86 | 5,280.19 | 5,746.94 | 5,608.18 | 6,924.30 | 9,270.74 | |
| MAR | 7,775.00 | 15,753.94 | 27,840.04 | 37,552.31 | 88,404.56 | 35,159.20 | 43,871.79 | 28,139.74 | 16,610.41 | 9,495.22 | 9,424.79 | 10,554.41 | 9,952.12 | 10,393.40 | 13,740.24 | |
| APR | 6,532.70 | 8,870.07 | 20,651.45 | 25,103.99 | 60,396.08 | 36,760.47 | 25,739.65 | 20,500.74 | 10,651.41 | 7,612.03 | 7,164.18 | 6,315.34 | 7,261.18 | 20,295.21 | 6,978.08 | |
| MAY | 25,550.25 | 21,384.05 | 45,328.43 | 73,133.82 | 95,782.33 | 45,130.57 | 29,424.56 | 24,983.91 | 11,746.57 | 7,565.02 | 6,870.19 | 5,898.53 | 6,806.06 | 9,127.69 | 18,257.62 | |
| JUN | 7,560.47 | 23,379.27 | 18,647.34 | 37,669.82 | 63,983.91 | 38,808.86 | 23,233.87 | 21,565.78 | 9,324.84 | 7,244.76 | 7,451.10 | 7,823.82 | 9,322.23 | 9,834.06 | - | |
| Investment Earnings | 89,432.67 | 175,790.92 | 308,252.68 | 533,887.76 | 827,257.01 | 650,777.06 | 423,263.43 | 311,120.41 | 175,022.18 | 91,856.35 | 89,489.71 | 88,406.13 | 84,221.41 | 107,260.20 | 105,552.53 | 33,706.43 |
| Change vs Previ | 15.4% | 96.6% | 75.4% | 73.2% | 54.9% | -21.3% | -35.0% | -26.5% | -43.7% | -47.5% | -2.6% | -1.2% | -4.7% | 27.4% | -1.6% | |
| | | | | | | | | | | | | | | | | |
| TOTAL ALL REVENUE | 3,830,395.26 | 4,975,925.97 | 6,858,254.31 | 8,995,964.43 | 8,469,936.25 | 6,637,258.80 | 3,857,490.89 | 3,346,823.47 | 3,090,672.00 | 3,120,904.72 | 3,891,130.46 | 4,624,864.51 | 5,378,868.69 | 6,150,714.25 | 6,960,191.14 | 2,037,650.86 |
| Change vs Pre | 12.9% | 29.9% | 37.8% | 31.2% | -5.8% | -21.6% | -41.9% | -13.2% | -7.7% | 1.0% | 24.7% | 18.9% | 16.3% | 14.3% | 13.2% | |

| Jul-May | FY 03 | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 | FY 18 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Document Stamp | 1,012,614.59 | 1,181,159.79 | 1,613,722.14 | 2,275,835.96 | 2,244,803.06 | 1,925,332.63 | 1,280,123.28 | 814,491.65 | 813,031.26 | 778,584.47 | 982,667.81 | 1,235,873.34 | 1,420,913.53 | 1,689,015.91 | 1,876,899.85 | 2,003,944.43 |
| Investment Earn | 11,133.64 | 30,259.77 | 64,311.07 | 107,861.78 | 166,773.45 | 204,124.68 | 133,507.81 | 88,766.88 | 59,926.41 | 28,620.78 | 24,534.05 | 23,512.14 | 20,796.39 | 22,752.19 | 19,958.71 | 33,706.43 |
| Comp Revenue | 1,023,748.23 | 1,211,419.56 | 1,678,033.21 | 2,383,697.74 | 2,411,576.51 | 2,129,457.31 | 1,413,631.09 | 903,258.53 | 872,957.67 | 807,205.25 | 1,007,201.86 | 1,259,385.48 | 1,441,709.92 | 1,711,768.10 | 1,896,858.56 | 2,037,650.86 |
| Comp Per Chg | 58.1% | 18.3% | 38.5% | 42.1% | 1.2% | -11.7% | -33.6% | -36.1% | -3.4% | -7.5% | 24.8% | 25.0% | 14.5% | 18.7% | 10.8% | 7.4% |

**Document Stamp Receipts & Investment Earnings for FY 2003-2018**
**Period: Complete Fiscal Years and Current Year through September**
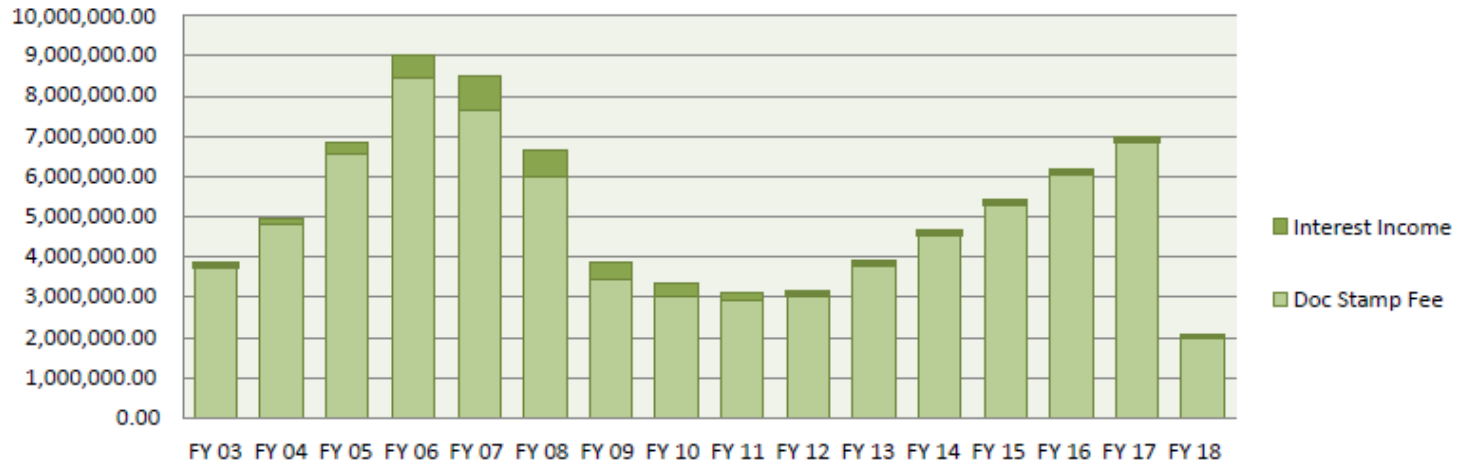


**Document Stamp Receipts & Investment Earnings for FY 2003-2018**
**Comparable Period: September**
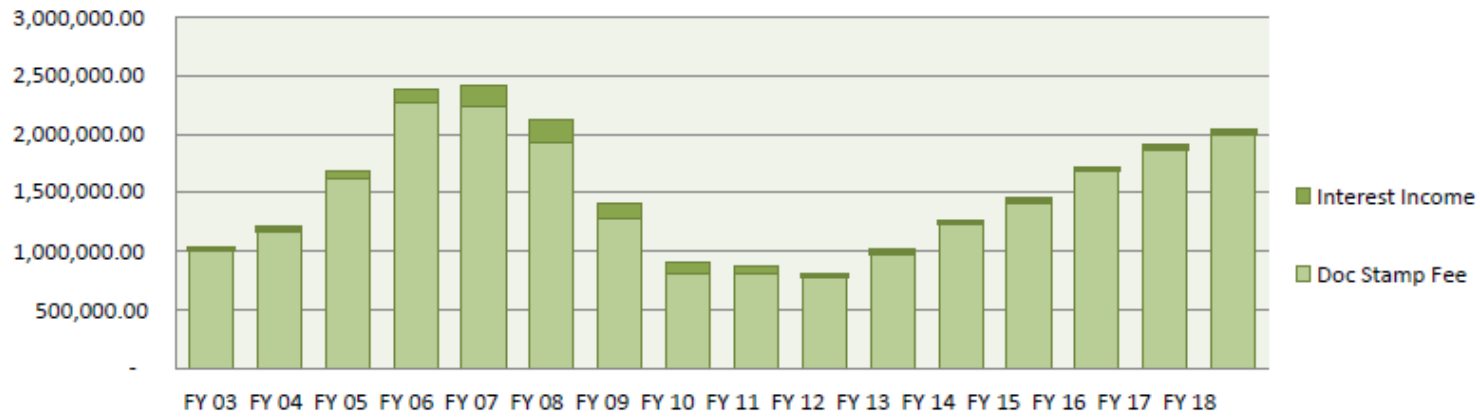
# WILDLIFE AND FRESHWATER FISHERIES DIVISION

## Summary

**Wildlife & Freshwater Fisheries Division (WFF)** is one of the agency's organizational units. This unit monitors and protects wildlife species and inland aquatic species and their habitats throughout the state and provides recreational hunting and fishing opportunities to the public.

## Responses to Subcommittee's Follow-Up Questions

The responses below were provided by the agency in their letters to the Subcommittee.

### Fish Kill

- What are the methods for obtaining restitution? (e.g., lawsuit, etc.)[58]

   There is a longstanding memorandum of agreement between SCDHEC and the South Carolina Wildlife and Marine Resources Commission (now SCDNR) that defines the responsibilities of SCDHEC and SCDNR in the investigation of public water fish kills. SCDNR is responsible "for investigating damages to the natural resources." SCDHEC is responsible "for determining the cause." Additionally, SCDHEC "shall initiate administrative enforcement proceedings" under their authority "to collect any penalty and/or damages which are arrive at and in accordance with the MOA."

- Please provide the following information for the last five times there was a fish kill:[59]
   - date;
   - number of fish killed;
   - restitution sought; and
   - restitution obtained.

| Five Most Recent Fish Kills | | | |
|---|---|---|---|
| Date | # Killed | Restitution Sought | Restitution Obtained |
| August 15, 2017 | 707 | No - responsible party not identified. | None |
| May 17, 2017 | 137 | No - responsible party not identified. | None |
| October 14, 2016 | 15,302 | Yes | Pending |
| June 25-26, 2016 | 40,736 | Yes | Yes |
| March 25, 2016 | 1,154 | No - cause identified | No |

---

[58] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 1
[59] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 2

- **When restitution is obtained, where are the funds deposited?[60]**

    Generally, funds are deposited into hatchery system accounts to offset cost or restocking or other public water stockings.

## Fish Hatcheries

- **How much is DNR requesting in the budget for Barnwell State Hatchery?[61]**

    There is a pending request for the fiscal year 2019 budget for one FTE and $101,654 (includes personnel) in recurring funds to operate the Barnwell Hatchery. Additionally, there is a non-recurring budget request for $2,000,000 for hatchery renovations. A portion of these funds would be applied to renovations of the hatchery infrastructure at Barnwell.

- **What is the current demand for fish, DNR's current capacity, and DNR's projected capacity if Barnwell State Hatchery is re-opened?[62]**

    Generally, stocking requests from regional management staff run from 10 to 12 million fish annually for public water stocking. The hatchery system is at peak demand and at production capacity during the spring striped bass production season. At current capacity, our hatchery system is still about 1 million striped bass fingerlings short of meeting management requests. We rely on the USFWS hatchery system to provide up to a million striped bass fingerlings grown out at their facilities using striped bass fry produced by SCDNR staff. Under ideal conditions the ponds at the Barnwell Hatchery could produce between 300,000 to 350,000 striped bass fingerlings which would reduce our reliance on our federal partners but not completely eliminate it.

- **What are the average operating costs for an individual hatchery?[63]**

    Hatchery budgets range from about $75,000 to over $750,000 annually depending on the size of the facility, facility mission and staffing. In fiscal year 2017 SCDNR expended approximately $2,609,389 on the five fully operational hatcheries for an average cost of $521,878.

- **What is the return on investment for a fish hatchery?[64]**

    The most recent species specific economic impact information SCDNR has is from a report prepared by Southwick Associates in 2008 based on national survey data collected by the Census Bureau for the USFWS in 2006. The Southwick report estimates the economic impact of striped bass ($276,529,856) and coldwater trout ($14,200, 151) fishing combined was $290,730,007. The striped bass and cold water trout fisheries in South Carolina are dependent on fish from SCDNR. The return on investment (ROI) based solely on striped bass and cold water trout is approximately $111 for each dollar expended toward operating the hatchery system. This is a simplified estimate of ROI which does not account other fisheries and economic benefits associated with hatchery operations and as a result is considered to be an underestimate of the ROI.

---

[60] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 3
[61] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 4
[62] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 5
[63] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 6
[64] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 7

## Land

- Please provide the following information related to Wildlife Managed Areas (WMA):[65]
  - maintenance costs for leased land v. land owned by DNR; and
  - total costs and total revenue generated from:
    - land leased from private individuals;
    - land leased from U.S. Forest Service; and
    - land owned by DNR.

  The SCDNR strives to optimize access and opportunity for public outdoor recreation on Wildlife Management Areas across the state. The budget for wildlife management activities is not segregated between owned versus leased lands, therefore, SCDNR cannot provide the information requested in item (a) or the subparts of item (b). WMA budgets are managed at the regional level and funding is allocated based on needs and how to optimize opportunity for the public. While the agency may begin the year with a general plan for management/maintenance activities, it can very easily get shifted due to unforeseen circumstances such as repairs from a natural disaster. It is also important to note that SCDNR is often restricted by lease agreements as to what activities staff can do on each of the leased properties (each one is different based on landowner desires). SCDNR has greater flexibility for management and public opportunities on DNR-owned lands.

  As to item (b), all of the sub-items generate revenue from WMA permit sales, however, SCDNR cannot allocate an amount to each subpart. When a constituent purchases a WMA permit, the permit allows that person to hunt on any WMA across the state, whether owned or leased land. The WMA permit sales generate approximately $1.5-1.8 million per year with approximately 87% of this going directly to lease payments.

  SCDNR generates timber revenue on SCDNR-owned properties from harvests associated with habitat management activities. This revenue changes from year to year based on harvest needs and salvage operations due to natural disasters. The 5-year average for timber revenue is approximately $1.2 million per year.

- Please provide the total amount spent per year on road maintenance in WMAs (mowing, re-topping with gravel, etc.).[66]

  Road maintenance is but one, albeit important, task associated with WMA stewardship and management. Road maintenance is not budgeted or tracked as a line item in Wildlife Section grant or project budgets. During fiscal year 2017, $282,076 was expended solely for materials (gravel and sand) related to road maintenance and improvement. This may change from year to year based on needs and available funding. All personnel and equipment costs incurred for road and trail maintenance and repair are in addition to the amount listed above. In fiscal year 2017, staff mowed 768 miles of roads, graded 627 miles, re-topped 54 miles with gravel and maintained 513 miles of trails.

---

[65] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 8
[66] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 9

## Call-In Programs

- Please outline the agency's timeline for the call-in program staggered implementation, review/revisions to the program, and agency request for authority, via regulation and/or statute.[67]

    SCDNR utilized the recent 2017 bear season as a pilot program for electronic reporting of harvested game. State law already requires all harvested bears to be reported to the agency. The agency provided an opportunity for hunters to report harvested bears via phone or a web-based application. Based on our initial evaluations, this was successful and could easily be expanded to other species.

    The agency also developed a web-based reporting system for deer hunters who utilized the temporary (printable) deer tags until their permanent tags were received. Again, the agency deemed this successful and capable for expansion.

    At this time, SCDNR has identified a feasible method for requiring electronic check-in of big game species. SCDNR however does not have the authority to require check-in for deer and turkey. Legislative approval would be required to fully implement this change.

    The potential fix would be for the Legislature to provide authority to the Department to prescribe requirements for the tagging and reporting of all big game species.

## Dike Repair and Maintenance

- Please provide examples, if any, of additional damage and repair costs incurred as a result of the classification of dike repairs as capital improvement projects.[68]

    The best example of this was Springfield Cut at Bear Island WMA. Damage occurred during Hurricane Matthew in October 2016. Obtaining necessary approvals delayed the project by 4 months. During this time, the breach increased by 30 feet thereby costing the agency an additional $55,500.

- Please provide examples of work that occurs at other agencies, and is exempt from the capital improvement project classification, which the agency believes is comparable to dike repairs.[69]

    Section 11-35-710 specifically provides exemptions for SCDOT and SCOPS from certain purchasing procedures for "the construction, maintenance, and repair of bridges, highways, and roads; vehicle and road equipment maintenance and repair; and other emergency-type parts or equipment utilized by the Department of Transportation or the Department of Public Safety..." SCDNR believes that dike repair projects are substantially similar in scope to road repair projects and typically involve less public funds than road repair projects.

    DHEC recently received a similar exemption from the State Fiscal Accountability Authority (SFAA) for dam safety issues for a five-year period, at the meeting held on May 2, 2017.

---

[67] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 10
[68] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 11
[69] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 12

## Permits

- Please provide a list of permits that are issued through the Wildlife and Freshwater Fisheries Division.[70]

| | |
|---|---|
| Scientific Permits (bird banding, migratory bird, nongame, game) | Special use |
| Migratory bird depredation | Lottery hunts |
| Live hog removal | Fox/coyote enclosure permit |
| Hog hunting enclosure | Shooting preserve license |
| Canada goose depredation | Rabbit enclosure |
| Falconry | Furbearer depredation permits |
| Hunt permits for party bear hunts | Predator management permits |
| Commercial use of SCDNR properties | Alligator depredation permits |
| Antlerless deer quota program permit | Temporary exhibition and transportation |
| Deer depredation | Importation/possession |
| Urban deer control (sharpshooting) | Private land alligator permits |
| Wild turkey control (airports) | Aquaculture permits |
| Bird dog training area license | Non-indigenous species permits (fisheries) |
| Fox, bird dog, rabbit, retriever and squirrel field trial | Scientific collection permits (fisheries) |
| Raccoon field trial permit | Grass carp transport permits |
| Pet/backyard deer | Public water stocking permits |
| Captive black bear | Freshwater mussel collection/possession permits. |

## Outside Surveys

- How often does the agency employ an outside entity to perform surveys (e.g. survey customer satisfaction of license holders, etc.)?[71]

  > The agency has not contracted with an outside vendor for any surveys in recent years. This was a contract with Responsive' Management at one time; however, since this contract expired, we have relied on internally produced surveys and utilized Survey Monkey as one mechanism for such.

  - Is the contract just between the entity and the agency or does the entity have a statewide contract?[72]

    > The prior contract was between DNR and the entity. It was not a statewide contract.

  - If it is not a statewide contract, has the agency inquired with state procurement about whether other state agencies contract for surveys and if there could be any cost savings by having a statewide contract?[73]

    > DNR has not spoken with any other state agencies about the need for such surveying contracts. The company we used in the past specialized in natural resource-related surveys and has specialized experience in such.

---

[70] Letter from DNR to Oversight Subcommittee (November 17, 2017), Question 13
[71] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 15
[72] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 15
[73] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 15

# OFFICE OF ENVIRONMENTAL PROGRAMS

## Summary

Under the Special Assistant to the Director are two divisions, (1) Office of Environmental Programs; and (2) Engineering and Boating Access. Agency representatives provided the Subcommittee information about these divisions during the November 6, 2017 Subcommittee meeting. Additional information about these divisions is available in the Subcommittee's November 6, 2017 meeting packet and on the Committee's webpage.

## Responses to Subcommittee's Follow-Up Questions

The responses below were provided by the agency in their letters to the Subcommittee.

### Federal Energy Regulation Commission (FERC)

- Please explain the difference in a FERC lake and an Army Corps of Engineers lake, including any differences in which entities are responsible for which activities.[74]

    The FERC lakes are non-federal hydroelectric-power projects that are licensed and regulated by the Federal Energy Regulatory Commission (FERC) under the Federal Power Act (FPA). Most FERC-regulated lakes are owned and managed by private utility companies, and sometimes by state or local-government owned utilities, such as the SC Public Service Authority (Santee Cooper). The FERC issues licenses for 30 to 50-year terms to operate and manage hydroelectric projects, and the FERC licensing process requires, and provides, substantial public input to specifying conditions for the licenses. In addition, licenses usually specify the utility/licensee to have regularly scheduled consultations with state and federal agencies to periodically review and address natural resource and environmental management issues throughout the license term. The FERC-regulated lakes in South Carolina include Lakes Jocassee, Keowee, Tugaloo, Wylie, Fishing Creek, Wateree, Parr, Monticello, Greenwood, Murray, Marion, Moultrie, and 15 other projects with smaller reservoirs.

    The US Army Corps of Engineer (USACE) lakes are established by Congress in federal law and usually for multiple purposes that may include flood control, navigation, power production, recreation, and water supply. The USACE acts as both the regulator and operator/manager of their lake projects, and there is no license term. Although less regulatory and resource interaction is mandated than it is with FERC regulated lakes, the USACE lake managers coordinate often with SCDNR for fisheries management of these reservoirs, drought management through Drought Contingency Planning and, most recently, on nuisance aquatic plant management. The USACE lakes in South Carolina include Lakes Thurmond, Russell, and Hartwell located on the Savannah River.

---

[74] Letter from DNR to Oversight Subcommittee (November 22, 2017), OEP - Question 3

## Deliverables

- In regards to Deliverable Item #24, perform environmental review and assist with mitigation for loss of natural resources, please state the number of regulatory agencies served each of the last three fiscal years.[75]

    The agency served six regulatory agencies: US Army Corps of Engineers (USACE), Department of Health and Environmental Control (DHEC), Environmental Protection Agency (EPA), Federal Energy Regulatory Commission (FERC), National Marine Fisheries Service (NMFS), and the U.S. Fish and Wildlife Service (USFWS).

- Please provide a list of example activities for which permit applications are reviewed (e.g., mines, residential/commercial development, beach renourishment).[76]

    The type of activities for which permit applications would be reviewed are predominantly those impacting waters of the United States (WOTUS) requiring potentially 401 water quality certifications, 404 fill to WOTUS, state/federal navigable waters, coastal zone consistency, and critical area permits.  However, we also review mining permits and FERC-regulated natural gas pipelines and hydroelectric projects.  For those impacting WOTUS, these could be a variety of impact types for new, or adaptations to existing, of the following:  docks, fishing piers, boat ramps, marina, bulkheads/revetments,  maintenance  dredging, stream/wetland restoration/enhancements,  land based mining and instream mining,  recreational impoundments, greentree reservoirs, waterfowl  impoundments,  landfills, utility lines (sewage/water/gas/power), road/highways, railways, bridges, airports, residential/commercial development, golf courses, water intakes/discharges, sewage treatment/wastewater  facilities, groins, jetties,  beach re- nourishment, ports, artificial reefs, beach access, and sand scraping.

---

[75] Letter from DNR to Oversight Subcommittee (November 22, 2017), OEP - Question 1
[76] Letter from DNR to Oversight Subcommittee (November 22, 2017), OEP - Question 2

# LAW ENFORCEMENT DIVISION

## Summary

**Law Enforcement Division (LE)** is one of the agency's organizational units.  This unit conserves and protects the state's natural resources for social, economic, recreational and commercial benefit while providing maximum human utilization through: (1) the development of public support through outreach, education and safety programs; (2) the preservation of the peace and protection of human lives and property; and (3) the enforcement of the state's criminal laws through the detection, apprehension, and prosecution of persons who violate those laws.

## Responses to Subcommittee's Follow-Up Questions

The responses below were provided by the agency in their letters to the Subcommittee.

### Employees

- Please provide the most recent information you have on starting salaries for wildlife law enforcement officers in other states, along with the date it is accurate as of, and source of the information.[77]

    Information obtained from Colonel Henderson with Georgia DNR from a 2015 salary study showed that SCDNR was ranked 45th out of 50 states in starting salary for wildlife law enforcement officers.  The highest starting salary was $55,080.00 and lowest was $28,825.00.  The national average starting salary from this data was $40,875.85.  The list is attached as Exhibit M.

---

[77] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 3 and Exhibit C

- Please provide the following information for each law enforcement officer rank:[78]
  - Number of individuals currently employed; and
  - Average number of years with DNR.

  240 Sworn FTEs in the Law Enforcement Division

| Competitive Positions Supervisory Ranks | | |
| --- | --- | --- |
| Rank | Years of Service Average | # of FTEs |
| Colonel - Deputy Director | 24 years | 1 |
| Major | 27 years | 3 |
| Captain | 25 years | 9 |
| Lieutenant | 21 years | 12 |
| First Sgt | 15 years | 31 |
| Non-Competitive Positions Non-Supervisory Ranks | | |
| Rank | Years of Service Average | # of FTEs |
| Staff Sgt LE III | 17 years | 8 |
| Sgt LE II | 21 years | 31 |
| L/Corporal | 9.5 years | 56 |
| Private First Class | 3.5 years | 46 |
| Conservation Officer | 1.5 years | 32 |
| Communications Manager | 18 years | 1 |
| Aircraft Pilot | 10 years 2 years | 2 |
| DNR Investigator III | 11 years | 5 |
| DNR Investigator IV | 23 years | 3 |

- Please provide the number of game wardens that have voluntarily separated since January 2017.[79]

  Fifteen game wardens have voluntarily separated since January 2017. These separations were due to (5) retirements, (7) accepting positions with other agencies, and (3) personal reasons.

- Does the division utilize a personnel allocation model to determine the number of officers needed in each region?[80]
  - If so, does the agency currently have the number of officers needed in each region?
  - If not, how many additional officers are needed in each region?

  Currently the law enforcement division has an internal process used to determine field officer assignments. This is determined through the use of several factors such as hunting/fishing activity, recreational boating activity, and geography of the area.

---

[78] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 2
[79] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 3
[80] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 4

## Training and Equipment

- **On average, of the individuals the agency sends to the Criminal Justice Academy for basic training, what percentage graduate on their first try?**[81]

    Since 2013, 97% of officers have passed on the first attempt. Out of 92 officers sent through the Academy, only three have recycled (one recycled due to illness, one recycled due to failing the defense tactics practical, and one recycled due to failing the driving practical); All three officers who recycled successfully completed the Academy

- **Please provide the cost to train and outfit a new hire in the Law Enforcement Division.**[82]

    To fully equip a newly hired officer to include vehicle fully rigged, standard issue uniforms and equipment, and specialty issued equipment is approximately $121,869.00 using current costs for equipment. This does not include costs for a boat which averages $19,750.00 or an ATV with trailer which averages $8,320.00.

    The training costs, not including their time at the SC Criminal Justice Academy, are as follows: one week of pre-academy training, four weeks of Wildlife Basic Training Academy, and four weeks of Marine Law Enforcement Training Academy per class is approximately $12,756.00.  Exact costs per student depend on the total number of students per class.

- **Is there certain equipment every new officer at the agency requires?**[83]
    - **Does the agency have a replacement plan for this type of equipment?**
    - **Does the agency have dedicated line items in the budget to cover the costs of this equipment?**

    Yes, based on the officer's geographical area and specific mission, standard and specialized equipment is required.  Supervisors ensure that equipment needs are justified and properly documented.  The following items are examples of standard issue equipment:  vehicle, boat, mobile radio, portable radio (WT), uniforms and accessories, hand gun, shotgun, ammunition, badges, blue light, body armor, blood borne pathogen kit, binoculars, fire extinguisher, first aid kit, personal floatation device, cell phone, gas card, summons book, warning book, summons book cover, law book, flashlight vehicle, flashlight belt, flashlight gun mounted, GPS unit, protective gloves, evidence kits, compass, camera, rain gear, hip waders, catch pole, report holder, tape recorder, waterfowl field identification guide, leatherman tool, gear bag, snake boots, night vision goggles, range finder, float or survival suit, eye protection, and evidence cooler.

    Equipment replacement is based on an annual assessment to be completed by the supervisor utilizing information gathered from the inspection of the officer's equipment.  This assessment includes:  1) the age, serviceability, and basic condition of the equipment; 2) if its reasonably practical to repair the equipment; 3) the officer's continued status in a particular geographic area and/or specific job tasks; 4) and an evaluation as to whether the design or construction of the equipment is significantly improved so as to allow a substantial benefit to the department in terms of job efficiency and effectiveness, or when its use impacts the safety of the officer.

    The only equipment which has a dedicated line item in the law enforcement division's budget is vehicles.

---

[81] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 1
[82] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 2
[83] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 8

- During the public input meeting, it was mentioned the State Law Enforcement Division (SLED) and Department of Natural Resources (DNR) share communications equipment.  Please explain what is shared, what prompted the idea of entering an arrangement to do this, and how the arrangement works?  Also, has there been consideration of setting up a similar arrangement with the Department of Public Safety?[84]

    SLED and DNR do not routinely share communication equipment unless there is a short- term need identified, such as a repair or special assignment.  SLED and DNR do have a shared radio frequency and camera IP network. DNR shares some of these resources to get better coverage for less money by not duplicating equipment. DNR, SLED and DPS assist each other when requested for programming, firmware updates and radio tuning.  SLED, DPS, DNR and many other state agencies all share radio frequencies for interoperability. DNR and SLED share the VHF radio system for interoperability for special events.  DNR and SLED both have radio dispatch consoles that are capable of communicating on each other's radio system both VHF and Palmetto 800 if needed.  In addition, SLED and DNR have DPS 800, mutual aid talk groups programmed into their consoles that allows most state and local agencies to communicate.

## Electronic tickets, records management, and mobile data information systems

- Which other states utilize e-ticketing with wildlife law enforcement officers?[85]

    Currently the following wildlife agencies are using an e-ticket style submission system: Georgia, Maryland, Florida, Wisconsin, Alaska, Alabama, Delaware, Utah, Minnesota, North Carolina, Oregon, and Montana.

- In regards to the agency's internal change recommendation #19, does the agency have a timeline for researching the information the agency believes is necessary and making a decision on implementation of electronic records management system, E-Citation system, and mobile data information systems for patrol officers?[86]

    Currently the agency is projecting FY 2019-2020 for implementation.

- What is the estimated total cost savings of e-tickets?  Please include a breakdown of the  approximate amount of employee time spent manual entering data that would no longer be required,  etc.[87]

    Potential savings of electronic entry of summons and warnings for records staff is approximately $3,508.00 monthly and $42,096.00 annually.  Two administrative assistants monthly spend approximately 224 hours combined entering summons and warnings manually at a cost of approximately $15.66 per hour.

    Approximate costs for implementing an e-ticket system are as follows for 250 officers:

    Hardware:   $375,000.00 Tablets + $125,000.00 Printers = $500,000.00

    Software upgrade/replacement for RMS, CAD, Mobile CAD, Mapping, Mobile Mapping, Auto Vehicle Location, AVL Playback, Mobile Records, eCitation, and servers to incorporate data electronically enter into a violations (points) database is approximately $900,000.00.

---

[84] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 9
[85] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 38
[86] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 30
[87] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 39

- **What information could be accessible in the field that is not currently accessible and how could this information be utilized?**[88]

    Equipping the field officers with mobile data equipment would allow for access to the DNR violation history of persons encountered in the field. This would also allow for wanted checks for persons encountered checking equipment for valid licensing, registration, and to see if the equipment is reported stolen.

- **What information and analysis would be possible in the office, that is not currently possible, and how would this analysis improve the deliverables the agency provides the public?**[89]

    Through the use of a records management program it will allow for statistical data used in crime mapping to allow for gathering information regarding where and when violations are being located, and documented. Calls for service could be better tracked and compared to enforcement data for patrol planning and man power assessments for future planning and budgeting for equipment and personnel throughout the state.

- **Which of the agency's performance measures may be improved through use of E-ticketing and how much could it possibly improve?**[90]

    E-ticketing is just one finger on the hand of electronic records management. By upgrading and implementing a new records management system, which allows for electronic reporting as a whole, will improve performance measures. By implementing an electronic records management system, it would allow for electronic incident reporting, accident reporting, evidence storage, evidence tracking, internal violations database, and case management.

- **When does the agency anticipate it will be 100% on the E-Citation system?[91]**

    As of November 13, 2017, the agency was informed by the SCDMV E-Citation project manager that the system is not fully functional due to issues with dissemination of un- adjudicated tickets to the appropriate magistrate's offices. The project manager has projected the system to be functional by December 2017. The agency is still determining an appropriate system for the DNR summons and intends to begin the process of budgeting and solicitation for a system in FY 2019-2020.

---

[88] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 40
[89] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 41
[90] Letter from DNR to Oversight Subcommittee (October 27, 2017), Question 42
[91] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 31

## Boater Education

- In the Program Evaluation Report, the agency states the General Assembly can help avoid boating accidents and deaths by requiring in law the successful completion of a boating safety class as a prerequisite to operating a motorized vessel or device in SC waters.  What is currently required to operate a motorized vessel or device in SC waters?[92]

     Per S.C. Code Ann. Sec. 50-21-870(B)(9)(a) operators under age 16 operating without adult supervision of watercraft powered by a 15 HP motor are the only vessel operators required to successfully complete a boater safety class. Operators of motorized watercraft 16 years of age or older are not required to successfully complete a boater safety class to operate a motorized watercraft or device in SC waters.

- In conducting investigations of boating accidents and fatalities, what are some of the most common causes the agency has found?[93]

     As shown in the 2017 Law Enforcement Investigations and Education Statistics Report the following are some of the most common causes the agency has found:
     a.  fail to maintain proper lookout;
     b.  operator inattention;
     c.  excessive speed;
     d.  operator  inexperience;
     e.  fault of machinery;
     f.  alcohol use; and
     g.  careless/reckless operation.

- Has the agency previously requested enactment of a law that requires the successful completion of a boating safety class as a prerequisite to operating a motorized vessel or device in SC waters?  If so, what were the concerns expressed, if any?[94]

     The agency has discussed this with members of the General Assembly but no legislation was introduced as of this year.

- Which other states, if any, require the successful completion of a boating safety class, or some type of license, as a prerequisite to operating a motorized vessel or device in state waters?  Is the agency aware of any data on how these requirements have impacted the number of boating accidents or fatalities?[95]

     According to data received from the National Association of State Boating Law Administrators the following states have a mandatory boater safety course requirement (NASBLA):  These states include:  Alabama, Arkansas, California, Connecticut, District of Columbia, Delaware , Florida, Georgia, Hawaii, Illinois, Indiana, Louisiana, Maryland, Michigan, Mississippi, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North  Carolina, Ohio, Oregon, Pennsylvania , Rhode Island, Tennessee, Texas, Vermont, Virginia, Washington , West Virginia , and Wisconsin.

---

[92] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 10
[93] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 11
[94] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 12
[95] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 13

## Performance

- Does each law enforcement region have activity or other monthly goals?  If so, are they the same for each region and what are they?[96]

  Yes. All four law enforcement regions have monthly goals for activity, but each of the four regions are inherently different. For example, the upstate region may have goals associated with enforcing trout limits or bear season while the coastal region may have goals for enforcing trawling season or shellfish season. Even within regions, activity can vary from county to county depending on factors like water and abundance of rural land for hunting. Although each region's specific goals may vary, some of the basic activity may include: public contacts, boating hours, boats inspected, night patrol hours, public presentations, permits issued, and Joint Enforcement patrol hours.

- What information is tracked in an officer's activity book?[97]

  The following data is tracked in an officer's monthly activity book:  date; day; mileage; cases written; cases assisted; warnings written; boating hrs.; boats inspected; hunters checked; fishermen checked; JEA hrs.; assisting hrs.; night patrol hrs.; search & rescue hrs.; permits  issued; homeland security hrs.; nuisance wildlife calls; litter patrol hrs.; heritage trust hrs.; public presentations; cases cleared court; hunting accident hrs.; boating accident hrs.; fines collected; other permits issued; enforcement action reports; courtesy boat inspections; incident/accident reports; warrants/suspensions  cleared; and daily activity comments.

- For each of the agency performance measures listed below, which are associated with Strategy 2.2 or Objective 2.3.1, please provide other potential target values that may be more easily measured and/or more directly align with the actual results currently measured by the agency.[98]
  Strategy 2.2
  o Document natural resource, boating, and criminal violations;
    100 % of violations detected documented through written summons or warning.
  o Maintain leadership role in search and rescue missions, and disaster response; and
    Respond to 100 % of requests for assistance during search & rescue or disaster response events.
  o Continue internal efforts and partnerships with federal, state, and local partners conducting missions related to Homeland Security.
    Respond to 100 % of requests for assistance from our federal, state, and local partners for assistance on Homeland Security missions.

  Objective 2.3.1
  o Enforce inland fish and game laws in all 46 counties within SC; and
    Document 100% of violations detected through written summons or warnings.
  o Saltwater recreational and commercial fishing enforcement of over 3,000 miles of coastal waters to prevent illegal harvest of marine species.
    Document 100% of violations detected through written summons, warnings, or enforcement action reports.

---

[96] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 5
[97] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 6
[98] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 17

## Resource Allocation

- Agency Objective 2.3.1 relates to enforcement of the state's hunting, fishing, and boating laws. Since the agency spends over 20% of its budget to accomplish this objective, please explain some of the major related costs, other than personnel.[99]

  The Law Enforcement Division incurs many diverse expenses for the enforcement of the state's hunting, fishing, and boating laws. Operational costs vary from month to month for equipment repairs (boats, motors & vehicles), standard facility expenses (electricity, gas, and maintenance), insurance, gas (vehicle, boat & ATV), communication costs (radio towers, cell phones and dispatch) and lastly, the Bank of America Procurement monthly bill.

- The agency budgeted approximately $1.2 million more to Objective 2.3.1 this year than it did last year, with fewer personnel. What has necessitated the increased spending?[100]

  The request for increase budget spending relates to the Supplemental funds that were appropriated for Outreach and upgrades to our Law Enforcement Communications Center, and increase in the Regional WREC/County Game and Fish requested funds for needed equipment, as well as a projected increase in our federal boating grant. It was also necessary to request operational budget increases in Earmarked (3000) Law Enforcement funds to offset projected financial needs for the Fiscal year. Note that the Agency does not Budget to Objectives and Law Enforcement Staff are fluid in relation to Objectives.

- What percentage of the fines and fees from DNR issued citations go back to DNR?[101]

  According to information received from Court Administration, SCDNR receives 100% of most fines imposed by SCDNR. The exceptions are S.C. Code Ann. Sec. 50-2 1-114, for which SCDNR receives 75% of the fine, and the other 25% is remitted to the county. For other fines under Title 50, Chapter 21, 75% of the fine is remitted to SCDNR and 25% is remitted to county. Also, under S.C. Code Ann. Sec. 50-1-85 Criminal Negligent use of Fire Arms I Archery
  Tackle, 100% of that fine is deposited to the SC Victim's Compensation Fund.

---

[99] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 18
[100] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 19
[101] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 20

## Emergencies/Natural Disasters

- Please provide a list of the general type of services the agency has provided during state emergencies that occurred in the last three years?[102]

    In the last three years, DNR officers have provided the following services during emergency events:

    Hurricane & Flood Response (2015-2017) -DNR provided manpower for security and search/rescue operations as a partner in the state emergency plan. Assets included vessels, 4x4 vehicles and ATVs which were utilized pre/post storm where warranted.  Rescues were facilitated in both urban and rural areas, however security missions were conducted more heavily post-storm. In addition, aviation assets were utilized pre/post storm for damage assessment and during river sweep operations along the cost. In addition, DNR supported the SCHP to assist in facilitating lane reversals.

    As a partner in the states Inclement Weather Plan (ice and snow) in 2015-2017 -DNR provided assistance to SCHP during inclement weather operations throughout the state. Officers are deployed with their 4x4 vehicles to "pre-identified" SCHP Troops. Officers are to ride the interstate to assist motorists, and assist with traffic, as DNR vehicles have better maneuverability.


- Agency Objective 2.2.2 relates to the agency responding during statewide disasters.  Please provide examples of rescues which require the National Guard because the agency is unable to perform the rescue due to lack of necessary equipment or specific training for personnel?[103]
    - If the agency had this type of equipment, would the equipment generally be useful during statewide emergencies, or would it make the agency more effective or efficient in providing its other deliverables?

    DNR law enforcement has always been able to accomplish its mission during statewide emergencies with the SCDNR issued equipment that the officers are assigned.

## Internal Affairs

- What is the internal affairs/investigation policy?[104]

    See SCDNR Directive 321 attached as Exhibit N.


- When is a matter referred to SLED as opposed to being investigated in-house?[105]

    A matter is referred to SLED when it is determined the matter is criminal, or during an in-house investigation probable cause is developed to a level that would support a criminal charge.


---

[102] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 23
[103] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 24
[104] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 25 and Exhibit A
[105] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 26

## Laws, Reports, and Testimony in Civil Litigation

- Please provide case law which addresses the "open fields doctrine" and what is required for a DNR officer to enter private property.[106]

    Hester v. United States, 265 U.S. 57, 44 S.Ct. 445, 68 L.Ed. 898 (1924) and U.S. v. Oliver, 466 U.S. 170 (1984) are the two United States Supreme Court cases which first held that the Fourth Amendment did not extend to open fields, and clarified the open fields doctrine.

    Also, US v. Vankesteren, 553 F.3d 286, 291 (4th Cir.2009), is a Fourth Circuit case involving the Virginia Department of Game and Inland Fisheries which addresses the Fourth Amendment and open fields. These cases, along with S.C. Code Ann. Sec. 50-1-10 which states that "all wild birds, wild game, and fish, except fish in strictly private ponds and lakes and lakes entirely segregated from other waters or held and grown in bonafide aquaculture operations are the property of the State" and S.C. Code Ann. Sec. 50-3-420 which states "neither any officer of the Lake Wylie Marine Commission nor any enforcement officer or deputy enforcement officer of the Department of Natural Resources is subject to criminal prosecution when acting in his official capacity within his territorial jurisdiction  for. ..(2) entering into private property, whether or not posted against trespassing .. ." give the SCDNR officers authority to enter private property.

- Are there any investigative reports the agency prepares which are available for purchase by private companies?  If so, please provide the following[107]
    - Amount DNR charges a private entity for each type of report; and
    - Cost to DNR to create each type of report.

    No, other than fees allowed pursuant to the Freedom of Information Act (FOIA).

- Are DNR personnel, including, but not limited to officers and biologists, ever called to testify as a witness in civil litigation?[108]
    - If so, are there statutes which discuss the rates the personnel may charge or is that handled through DNR's regulations?

    Yes. The allowance for fees for testimony are set out in the South Carolina Rules of Civil Procedure (SCRCP) Rule 30(b) which allows a witness attending a deposition in a civil case to receive $25.00 plus mileage.

---

[106] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 14
[107] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 15
[108] Letter from DNR to Oversight Subcommittee (November 22, 2017), LE - Question 16

# EXHIBIT A - HIRING PROCEDURE

DNR Law Enforcement Division Directive D 347

**SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES
LAW ENFORCEMENT DIVISION DIRECTIVE**

| | |
|---|---|
| DIRECTIVE #:  D 347 | PAGE 1 OF 4 |
| SUBJECT:  DNR L/E OFFICER HIRING PROCEDURE | DATE: MAR 1, 2001 |
| RELATED DIRECTIVES, STANDARDS, ETC: | LAST REVISION: JUL 2, 2012 |
| RESPONSIBLE AUTHORITY: DEPUTY DIRECTOR OF LAW ENFORCEMENT | |

<u>THE LANGUAGE USED IN THIS DOCUMENT DOES NOT CREATE AN
EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY.
THIS DOCUMENT DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR
ENTITLEMENTS. THE AGENCY RESERVES THE RIGHT TO REVISE THE
CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR
ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR
INCONSISTANT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY
CONTRACT OF EMPLOYMENT.</u>

**PURPOSE:**  The purpose of the DNR Law Enforcement Applicant Hiring Procedure is to
provide guidelines for selecting new applicants for these positions in a fair and impartial manner
for all candidates. Through the development of an efficient, effective and fair selection process,
the Department will achieve its goal of selecting those individuals who best possess the
knowledge, skills and abilities needed to successfully carry out the duties of a DNR Law
Enforcement Officer.

**GENERAL RESPONSIBILITIES**

**A.  Vacancy Announcements**

1) A vacancy announcement for Law Enforcement Officer position(s) will be posted by the
   Human Resources Office in accordance with Human Resources Regulations and based on
   available funding and the Department's needs.

2) The Law Enforcement Division may extend the posting deadline should such factors as
   quantity of applicants or diversity of applicants warrant further recruitment efforts to be
   made. Any posting extensions shall be advertised through the same channels as the
   original posting.

3) Only applications submitted and received by the closing date will be considered for the
   hiring cycle in which they were received.

4) The Human Resources Office and the Law Enforcement Division will work to ensure a
   diverse applicant pool exists.

**B.  Applicant Process**

1) Upon an initial inquiry to the South Carolina Department of Natural Resources Human
   Resources Office by a prospective applicant, the prospective applicant will be guided
   through the process.  It is the responsibility of each applicant to submit the necessary
   applicant documents by the stated deadlines to the Department's Human Resources Office.

The applicant will not be considered eligible for the screening process until all required documentation is received by the Human Resources Office. If the Human Resources Office receives applications without all required documentation, the applicant will be notified in writing that his/her application is ineligible pending receipt of all documentation. If the documentation is received after the established deadline, the applicant will not be eligible for the current hiring cycle.

## C. Job Requirements

1) Education Requirement — A Bachelor's degree; or an Associate's degree (or two (2) years of college credits equating to (60) semester credit hours) combined with either two (2) years of certified class 1 law enforcement officer service or active military service or four (4) years of service as a SC DNR Deputy Law Enforcement Officer (DLEO). The Human Resources Office is responsible for determining an applicant's qualifications. Applicants must meet the minimum education or equivalent experience requirement at the time of application.

   (a) Applicants who do not meet the minimum requirements will be notified electronically (email) by the Human Resources Office.

   (b) Residency Requirement - Applicants must relocate to the designated county within 90 calendar days of employment. Failure by a selected applicant to adhere to this relocation requirement may be cause for dismissal.

## D. Interview Panel

1) Applicants who meet the minimum education and/or experience requirements may be invited to interview before an interview panel. The panel will include four (4) law enforcement personnel and one (1) staff member of the Human Resources Office. The Deputy Director of Law Enforcement will appoint the law enforcement panel members and the Human Resources Director will appoint the Human Resources Office representative. At least two (2) of the law enforcement panel members will be senior officers. The Law Enforcement Deputy Director may add to this panel with appropriate justification. The Deputy Director of Law Enforcement and the Human Resources Director will collaborate to ensure that the panel has minority representation.

2) The interview panel will ask each applicant a set of job related questions. Each member of the panel will individually rate each candidate upon completion of the interview. The Human Resources Office will compile the scores for each applicant and will compute the applicants' average scores.

3) The Human Resources Office will compile a rank ordered list of candidates based upon composite interview scores. A predetermined number of top ranking candidates will be scheduled for the written test and the physical agility test. The number of applicants to be scheduled for the written test and the physical agility test will be based upon the number of vacancies to be filled.

## E. Testing

1) Written Examination

   (a) Those applicants whose interview scores fall within the predetermined range will be scheduled for the written test. The test is administered by the Human Resources Office who will notify the applicants of the test results.

   (b) Applicants who fail the test will be eliminated from further consideration and must retake the test for the next hiring cycle.

2) Physical Agility Test

(a) Applicants passing the written examination will be required to complete and pass a physical agility test. This portion of the selection process is pass/fail and is administered by the DNR Law Enforcement Division. This test consists of running an obstacle course, weight dragging and swimming.

(b) The Department will establish only one make-up test date for the physical agility test for any applicants who are unable to test on the originally scheduled date. If the applicant is unable to participate in the make-up session, he/she will be ineligible for further consideration during the current hiring cycle.

(c) Applicants who fail any portion of the physical agility test will be ineligible for further consideration until the next hiring cycle.

   (1) The results of the written and agility tests will be valid for the current hiring cycle only. A list of top ranking candidates who pass the written test and the physical agility test will be provided to the Deputy Director of Law Enforcement. If for any reason applicants are eliminated causing the applicant pool to be too low, additional applicants may be added from the original rank ordered list.

## F. Personal Interview

1) Applicants successfully completing the interview panel, the written test and the physical agility test will be scheduled for a personal interview with the Deputy Director of the Law Enforcement Division. After interviewing the applicants, the Deputy Director of the Law Enforcement Division will select candidates for intensive background investigations.

## G. Investigation

1) A background investigation will be conducted by the Law Enforcement Division on the candidates provided by the Deputy Director of the Law Enforcement Division. Background investigations shall be conducted by investigators trained in proper collection of necessary information.

2) Applicants for the position of DNR Law Enforcement Officer must be of good character. Background investigations will be reviewed by the Human Resources Office and the Law Enforcement Division in their totality in determining an applicant's overall suitability for employment as a DNR Law Enforcement Officer. The investigation shall verify information regarding previous work experience, education, credit and criminal record, driving record, general reputation within the community, and personal and business references.

## H. Recommended Candidates

1) The Deputy Director for Law Enforcement will recommend to the Department Director the candidates for DNR Law Enforcement Officer positions.

2) Upon approval by the Director, the Human Resources Office will send the selected candidates a written letter of offer contingent upon the results of medical, psychological, eye and drug screenings.

## I. Medical and Psychological Screenings

1) Applicants will be notified in writing of the date, location and time of screenings.

2) If the results of any of these screenings prevent the Department from making a final offer of employment, the applicant will be notified in writing accordingly.

3) Upon evaluation of the results, applicants will be notified accordingly of their final selection in writing.

4) Applicants not hired will be notified in writing by the Human Resources Office of the non-selection.

J. **Record Management and Retention**

1) The Human Resources Office will establish and maintain files on all applicants in accordance with applicable State Regulations and retention schedules. These files shall be stored in a secure area when not in use and shall be disposed of in a manner which prevents disclosure of the information contained in the files.

2) Completed applications and resumes of applicants who were not hired by the Department shall be retained for two (2) years and in accordance with State Regulations and retention schedules.

3) A record of each applicant's background investigation shall be maintained by the authorized division who conducted the background investigation and shall be maintained pursuant to retention schedules approved by the State Department of Archives in compliance with the Records Retention Act.

APPROVED:

A.C. Frampton, Colonel

# EXHIBIT B - PROMOTIONAL PLAN

DNR Law Enforcement Division Directive D 348

**SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES**
**LAW ENFORCEMENT DIVISION DIRECTIVE**

| | |
|---|---|
| DIRECTIVE #: D 348 | PAGE 1 OF 2 |
| SUBJECT: DNR L/E OFFICER PROMOTIONAL PLAN | DATE: MAR 1, 2001 |
| RELATED DIRECTIVES, STANDARDS, ETC: | LAST REVISION: JUL 2, 2012 |
| RESPONSIBLE AUTHORITY: DEPUTY DIRECTOR OF LAW ENFORCEMENT | |

THE LANGUAGE USED IN THIS DOCUMENT DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY. THIS DOCUMENT DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR ENTITLEMENTS. THE AGENCY RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTANT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.

The South Carolina Department of Natural Resources, Division of Law Enforcement, is committed to promoting well-qualified and trained individuals and to providing upward mobility and career development, in order to achieve maximum efficiency.

**PURPOSE:** To set forth guidelines for the administration of a uniform promotional plan for DNR Law Enforcement Officers.

**PROCEDURES:**
A. **Region Operations** – The following criteria, as they relate to the position to be filled, are used as guidelines in selecting an employee for promotion to the supervisory positions of Captain, Lieutenant and Unit Sergeant in the Law Enforcement Regions.
   1) Law Enforcement vacancies will be posted in all law enforcement region offices for a period of five (5) working days.
   2) All interested officers submit an updated employment application to the Department's Human Resources Office by the closing date of the vacancy posting.
   3) Officers must meet the minimum qualificiations for the position.
   4) Applicants must appear before the Law Enforcement Promotion Board as follows:
      (a) First Sergeant: the panel consists of 1) the Region Captain, 2) the Region Lieutenant and 3) a representative of the Office of Human Resources.
      (b) Lieutenant: the panel consists of 1) the Region Captain, 2) Lieutenant Colonel and/or the designated Major, and 3) the Human Resources Director.
      (c) Captain: the panel consists of 1) the Lieutenant Colonel and/or the designated Major, 2) the Deputy Director for Law Enforcement, and 3) the Human Resources Director.
      (d) In cases of absence of above listing panel officers, an appropriate substitution will be made.

## B. Non-Region Assigned Officers

The following criteria are used as guidelines in selecting an employee for the law enforcement education positions and non-region assigned officers/staff Lieutenants, etc. This procedure is not invoked when the personnel action is considered a reclassification of a position, such as, in the case of a gradual change of duties and responsibilities or a change due to reorganization or realignment of positions.

1) Law Enforcement vacancies will be posted in all law enforcement region offices for a period of five (5) working days.
2) All interested officers must submit an updated employment application to the Department's Human Resources office prior to the closing date of the vacancy posting.
3) Officers must meet the qualifications for the position.
4) Applicants must appear before the Law Enforcement Promotion Board as follows:
    (a) Staff Ranking Officers and Law Enforcement Education, Training and Boating positions: the panel consists of 1) the Captain and/or Lieutenant, 2) the Major and 3) a representative from the Office of Human Resources. The Deputy Director of Law Enforcement and the Lieutenant Colonel may serve on the promotional panel at the Captain and Major levels.
    (b) Investigators and other non-covered positions: the panel consists of 1) the Captain, if appropriate, 2) the appropriate Major, 3) the Lieutenant Colonel and 4) a representative from the Office of Human Resources.
    (c) Major: the panel consists of 1) the Deputy Director of Law Enforcement, the Lieutenant Colonel and 2) the Human Resources Director.
    (d) Lieutenant Colonel: the panel consists of 1) the Deputy Director of Law Enforcement, 2) the Human Resources Director and 3) the Agency Director.
5) Additional panel representatives may be added upon appropriate justification.

## C. Criteria

In order to promote the development and utilization of qualified personnel, the criteria used by the Promotion Boards in selecting the best qualified individuals will include, but will not be limited to:

1) Job knowledge
2) Experience
3) Job performance
4) Work habits
5) Past employment records, and
6) Leadership ability


APPROVED:


_____
A.C. Frampton, Colonel

# EXHIBIT C1 - LAW ENFORCEMENT OFFICER CAREER PATH

# Department of Natural Resources

## Law Enforcement Division's Officer Career Path (as of July 1, 2016)

### (Applies to Class I Certified Officers to include non-competitive, competitive, investigator and chief pilot positions.)

| Class Code/Band | State Class Title | Rank/Internal Title | Salary Range/Increase (Base Salary) | Requirements (Education/Experience) | Method of Recruiting (External, Internal Advancement) |
|---|---|---|---|---|---|
| JC20/05 | Law Enforcement Officer II | Conservation Officer | $33,608 | A bachelor's degree; or an associate's degree (or two (2) years of college credit (60) semester credit hours) combined with either two (2) years of related experience (full-time) or four (4) years of service as a SCDNR DLEO. | External Hire |
| JC20A/05 | Law Enforcement Officer II | Conservation Officer | $34,616  3% increase | Graduate SCCJA and DNR Wildlife Basic | Internal Advancement of Career Path |
| JC20B/05 | Law Enforcement Officer II | Private First Class | $36,550  10% increase | Two (2) years of experience as a DNR law enforcement officer. SC DNR In-Service and SCCJA requirements. | Internal Advancement of Career Path |
| JC20B/05 | Law Enforcement Officer II | Private First Class  --  No Rank Change | $ 40,205  10% increase | Four (4) years of experience as a DNR law enforcement officer. SC DNR In-Service and SCCJA requirements. | Internal Advancement of Career Path |
| JC20C/05 | Law Enforcement Officer II | Lance Corporal | $ 42,215  5% increase | Six (6) years of experience as a DNR law enforcement officer. SC DNR In-Service and SCCJA requirements. | Internal Advancement of Career Path |
| JC20C/05 | Law Enforcement Officer II | Lance Corporal  No Rank Change | $44,326  5% increase | Ten (10) years of experience as a DNR law enforcement officer. SC DNR In-Service and SCCJA requirements. | Internal Advancement of Career Path |

| JC20C/05 | Law Enforcement Officer II | Lance Corporal<br><br>No Rank Change | $46,542<br><br>5% increase | Fifteen (15) years of experience as a DNR law enforcement officer. SC DNR In-Service and SCCJA requirements. | Internal Advancement of Career Path |
| --- | --- | --- | --- | --- | --- |
| JC20C/05 | Law Enforcement Officer II | Lance Corporal<br><br>No Rank Change | $48,869<br><br>5% increase | Twenty (20) years of experience as a DNR law enforcement officer. SC DNR In-service and SCCJA requirements. | Internal Advancement of Career Path |
| | | | | | |

# Competitive

| Class Code/Band | State Class Title | Rank/Internal Title | Salary Range/Increase<br>(Base Salary) | Requirements<br>(Education/Experience) | Method of Recruiting<br>( Internal Promotion) |
| --- | --- | --- | --- | --- | --- |
| JC30A/06 | Law Enforcement Officer III | DNR 1st Sergeant<br><br>Supervisory | $56,343 | A high school diploma and four (4) years' experience as a DNR Law Enforcement Officer. | Internal Promotion – Competitive |
| JC30B/06 | Law Enforcement Officer III | DNR Staff Sergeant<br><br>Non-Supervisory | $45,128 | A high school diploma and four (4) years' experience as a DNR Law Enforcement Officer. | Internal Promotion – Competitive |
| JC40A/07 | Law Enforcement Officer IV | DNR LE Lieutenant<br><br>Supervisory | $62,873 | A high school diploma and five (5) years' experience as a DNR Law Enforcement Officer. Prefer one (1) year of DNR LE Officer experience in a supervisory level position. | Internal Promotion – Competitive |
| JC40B/07 | Law Enforcement Officer IV | DNR LE Captain<br><br>Supervisory | $70,561 | A high school diploma and six (6) years' experience as a DNR Law Enforcement Officer, two (2) years of which must have been in a | Internal Promotion – Competitive |

| | | | | supervisory level position in DNR Law Enforcement. | |
|---|---|---|---|---|---|
| JC50A/08 | Law Enforcement Officer IV | DNR LE Major<br><br>Supervisory | $79,945 | A bachelor's degree and three (3) years of high-level law enforcement supervisory experience preferably in natural resources (wildlife) enforcement. Related law enforcement experience may be substituted for the bachelor's degree on a year-to-year basis. | Internal Promotion – Competitive |
| JC50B | Law Enforcement Officer IV | DNR LE Lieutenant Colonel<br><br>Supervisory | $ 89,538 | A bachelor's degree and four (4) years of high-level law enforcement supervisory experience preferably in natural resources (wildlife) enforcement. Related law enforcement experience may be substituted for the bachelor's degree on a year-to-year basis. | Internal Promotion – Competitive |
| UA03 | Deputy Director for LE | Colonel<br><br>Supervisory | $ 100,692 | At the discretion of the DNR Director.<br>Executive Compensation.<br>Salary Range: $78,943; $100,692; $122,442 | Director Appointed |

# EXHIBIT C2 - MARINE RESOURCES DIVISION PAY PLAN

## Marine Resources Division Pay Plan for New Employees
## 10/3/2016

### Types of Salary Increases
All salary increases associated with the pay plan increases must qualify as Additional Skills and Knowledge. Human Resources paperwork will be filled out and submitted by the Marine Resources Division Business Office.

**\*All increases will be subject to available funding.**

| Years of State Service | % of Increase | Requirements | Type of Salary Increase | Evaluation |
|---|---|---|---|---|
| 2 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 4 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 6 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 8 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 10 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 12 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 14 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 16 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 18 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 20 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 22 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 24 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 26 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |
| 28 years | 3% | Attend Training/Meetings (See list of Approved Training/meeting options) | Additional Skills and Knowledge | Successful or higher |

# EXHIBIT C3 - WILDLIFE AND FRESHWATER FISHERIES PAY PLAN

# Wildlife and Freshwater Fisheries Pay Plan

## 11/17/2014

### Types of Salary Increases

All salary increases associated with the step increases will be considered Additional Skills and/or Knowledge. Supervisors will be requested to assist in completing the documentation for these increases which will be submitted to Human Resources with the appropriate justification and a Personnel Transaction Request in accordance with the Compensation Policy (#703.03).

| Years at DNR | % of Increase | Requirements | Type of Salary Increase | Evaluation |
|---|---|---|---|---|
| 2 years | 6% | Attend 4 Training/Meetings within 2 years (See list of Approved Training/meeting options) | Additional Skills and/or Knowledge | Successful or higher |
| 5 years | 6% | Attend 5 Training/Meetings within 3 years (See list of Approved Training/meeting options) | Additional Skills and/or Knowledge | Successful or higher |
| 10 years | 6% | Attend 8 Training/Meetings within 5 years (See list of Approved Training/meeting options) | Additional Skills and/or Knowledge | Successful or higher |
| 14 years | 6% | Attend 6 Training/Meetings within 4 years (See list of Approved Training/meeting options) | Additional Skills and/or Knowledge | Successful or higher |
| 18 years | 6% | Attend 6 Training/Meetings within 4 years (See list of Approved Training/meeting options) | Additional Skills and/or Knowledge | Successful or higher |
| 23 years | 6% | Attend 8 Training/Meetings within 5 years (See list of Approved Training/meeting options) | Additional Skills and/or Knowledge | Successful or higher |
| 27 years | 6% | Attend 6 Training/Meetings within 4 years (See list of Approved Training/meeting options) | Additional Skills and/or Knowledge | Successful or higher |

# EXHIBIT C4 - BOAT TITLING AND REGISTRATION CLERKS CAREER PATH

# CAREER PATH DEVELOPMENT PLAN
## FOR
## BOAT TITLING CLERKS

GENERAL DESCRIPTION OF DUTIES:

Performs all duties relating to the proper operation of the titling and registration of water craft and outboard motors.

CAREER PATH:

Progression through the Boat Titling Career Path involves three (3) tiers:

Tier One: Entry level
Tier Two: minimum of 18 months job time in Tier one (7-10%)
Tier Three:  minimum of 12 months job time in Tier two (5%)

ADDITIONAL DUTIES JUSTIFICATION:

The Additional Duties increases for Boat Titling clerks is based on extensive review of the Administrative Services Division Deputy Director, Boat Titling Administrative Coordinators and the Human Resources Director.

The Boat Titling certification denotes the attainment of a high level of training, actual work experience, and professionalism to represent the Department with processing situations for all boat titling and registration types.

## BOAT TITLING/REGISTRATION CLERK
## TIER ONE

TIER ONE REQUIREMENTS:

A high school diploma and twelve (12) months job experience. Knowledge of computer and principles of accounting. Ability to data enter 150 transactions per day with less than 3% error rate. Ability to open 50 new boat number or transfer transactions per day with less than 3% error rate. Must be able to direct the boating public as to the proper procedures for boat registration both on the phone and at the public service window. Completion of at least one (1) customer service class set up and approved by DNR HRM office. Maintain an effective working relationship with employees and supervisors and the ability to communicate effectively.

EXPERIENCE REQUIREMENTS:

1.  Boat Registration/Titling - Procedures to process transfers, new registrations from dealers, registrations coming from other states, homemade boats, boats that have been previously exempted from registration, renewals, duplicate titles, cards and decals on watercraft and outboard motors.
2.  Accounting - Must be able to calculate sales tax and do computations (addition, subtraction, multiplication and division).
3.  Customer service - Working window, answering the phone and completion of customer service class.
4.  Data entry/typing - 150 transactions per day with 3% error rate

5.  Equipment - Must be able to operate: officer computers, forms/laser printers, copier, fax machine, microfilm reader and calculator.

REQUIRED TRAINING: Employee must have completed one customer service class. Must have been trained to answer public service phone and work public service window. Must have an acceptable error rate (3% or less) and meet data entry and processing requirements shown above.

MINIMUM TIME IN POSITION:

Twelve (12) months time in position in this tier in order to move to the next tier.

## BOAT TITLING/REGISTRATION CLERK
## TIER TWO

ENTRY LEVEL REQUIREMENTS:

Eighteen (18) months job experience. Considerable knowledge of computer and principles of accounting and boat titling/registration statues. Ability to effectively research boating records. Ability to data enter 150 transactions per day with less than 3% error rate. Ability to open 75 new boat numbers or transfers per day with less than 3% error rate. Maintain an effective working relationship with employees and the ability to communicate effectively.

EXPERIENCE REQUIREMENTS:

1. Boat Registration/Titling - Procedures to completely process transfers, new registrations from dealers, registrations coming from another state or country, homemade boats, boats that have been previously exempted from registration, renewals, duplicate titles, cards and decals on watercraft and outboard motors.
2. Accounting - Must be able to calculate sales tax and do computations (addition, subtraction, multiplication and division).
3. Customer service - Working window, answering the phone and completion of customer service class.
4. Data entry/typing - 150 transactions per day with 3% error rate
5. 18 months experience in Boat Titling & Registration area
6. Knowledge of equipment - Microfilm readers and camera, forms and laser printers, personal computers, shredder, Infoseal, and Burroughs S4000.
7. Research - Title searches, lienholder information and boat and motor history
8. Boat titling /registration statutes - S.C. Code of Laws Sections 50-21 and 50-23 and Federal requirements
9. Casual Tax - Use tax and casual tax requirement
10. Other States Requirements - Know which states title and procedures and know procedures for the states that only issue registration.

REQUIRED TRAINING:

OJT required. Customer Service courses taken as availability and scheduling permit.

MINIMUM TIME IN POSITION:

Eighteen (18) months in position at this tier in order to move to the next tier.

## BOAT TITLING/REGISTRATION CLERK
### TIER THREE

ENTRY LEVEL REQUIREMENTS:

A minimum of eighteen (18) months experience in T&R Tier II. Extensive knowledge of computer/office equipment, casual sales tax, boat titling/registration statutes and principles of accounting. Extensive knowledge of all registration/titling requirements including estate and previously documented registrations. Ability to effectively research records and recognize incorrect hull ID and motor serial numbers. Ability to train new employees in areas of boat titling/registration, registration statutes and casual tax procedures. Ability to handle customer inquiries and complaints in a professional manner. Ability to data enter 175 boating transactions per day with 3% or less error rate. Ability to process at least 75 new boat numbers or transfer transactions per day with 3% or less error rate. Maintain an effective working relationship with employees and supervisors and the ability to communicate effectively.

EXPERIENCE REQUIREMENTS:

1. Boat Registration/Titling - Procedures to completely process transfers, new registrations from dealers, **estate transfers, previously documented registrations, repossessed registrations,** and registrations coming from another state or country, homemade boats, boats that have been previously exempted from registration, renewals, duplicate titles, cards and decals on watercraft and outboard motors.
2. Accounting - Must be able to calculate sales tax and do computations (addition, subtraction, multiplication and division).
3. Customer service - Working window, answering the phone and completion of customer service class.
4. Data entry/typing - 175 transactions per day with 3% error rate
5. 18 months experience in Boat Titling & Registration area
6. Knowledge of equipment - Microfilm readers and camera, forms and laser printers, personal computers, shredder, Infoseal, Burroughs S4000
7. Research - Title searches, lienholder information and boat and motor history
8. Boat titling /registration statutes - S.C. Code of Laws Sections 50-21 and 50-23 and Federal requirements
9. Casual Tax - Use tax and casual tax requirement
10. Other States Requirements - Know which states title and procedures and know procedures for the states that only issue registration.
11. **Training Ability** - Correctly train new employees in areas of boat registration/titling, computations, sales tax, statutes, etc.
12. **Problem solving** - Knowledge of correct formats for boat and motor hull and serial numbers, ability to trace boat/motor history to correct processing errors, and ability to handle customer

inquires and complaints in an acceptable manner,

REQUIRED TRAINING:
OJT and the ability to train newer employees. Customer service courses and courses on teamwork as availability and scheduling allow.

MINIMUM TIME IN POSITION:
N/A

# EXHIBIT D - BONUSES

| Division - Law Enforcement | | FY 15/16 | | FY 16/17 |
|---|---|---|---|---|
| 25 | "Thank you Cards" * | 4 | | 2 |
| 50 | "On the Spot" * | 8 | | |
| 50 | "On the Spot" ** | 3 | | |
| 250 | Bonus (approval) criteria | 1 | | 1 |
| 275 | Bonus (approval) criteria | | | 1 |
| 300 | Bonus (approval) criteria | | | 1 |
| 325 | Bonus (approval) criteria | | | 2 |
| 700 | Bonus (approval) criteria | | | 1 |
| 750 | Bonus (approval) criteria | 4 | | |
| 900 | Bonus (approval) criteria | | | 1 |
| 1000 | Bonus (approval) criteria | 2 | | |
| 1025 | Bonus (approval) criteria | | | 1 |
| 1050 | Bonus (approval) criteria | | | 1 |
| 1125 | Bonus (approval) criteria | | | 1 |
| 1250 | Bonus (approval) criteria | | | 1 |
| 1300 | Bonus (approval) criteria | | | 1 |
| 800 | Legislative Bonus | 259 | | |
| | | | | |
| Division - Executive | | FY 15/16 | | FY 16/17 |
| 25 | "Thank you Cards" * | 0 | | 6 |
| 50 | "On the Spot" * | 0 | | 4 |
| 25 | "Thank you Cards" ** | 1 | | |
| 50 | Bonus (approval) criteria | | | 1 |
| 250 | Bonus (approval) criteria | | | 1 |
| 500 | Bonus (approval) criteria | 1 | | |
| 750 | Bonus (approval) criteria | | | 1 |
| 1000 | Bonus (approval) criteria | 3 | | 3 |
| 800 | Legislative Bonus | 36 | | |
| | | | | |
| Division - OSS | | FY 15/16 | | FY 16/17 |
| 25 | "Thank you Cards" * | 2 | | 3 |
| 50 | "On the Spot" * | 3 | | 1 |
| 25 | "Thank you Cards" ** | 1 | | |
| 50 | Bonus (approval) criteria | 4 | | |
| 250 | Bonus (approval) criteria | 1 | | 1 |
| 500 | Bonus (approval) criteria | | | 2 |
| 750 | Bonus (approval) criteria | | | 5 |
| 1000 | Bonus (approval) criteria | | | 8 |
| 1200 | Bonus (approval) criteria | | | 2 |
| 800 | Legislative Bonus | 63 | | |
| | | | | |
| Division - WFF | | FY 15/16 | | FY 16/17 |
| 25 | "Thank you Cards" * | 6 | | 4 |
| 50 | "On the Spot" * | 0 | | 2 |

| | | FY 15/16 | | FY 16/17 |
|---|---|---|---|---|
| 50 | Bonus (approval) criteria | 3 | | 2 |
| 250 | Bonus (approval) criteria | 1 | | 2 |
| 500 | Bonus (approval) criteria | 8 | | 11 |
| 750 | Bonus (approval) criteria | | | 3 |
| 1000 | Bonus (approval) criteria | 1 | | 5 |
| 1500 | Bonus (approval) criteria | 1 | | |
| 800 | Legislative Bonus | 183 | | |
| | | | | |
| **Division - LWC** | | **FY 15/16** | | **FY 16/17** |
| 25 | "Thank you Cards" * | 4 | | 4 |
| 50 | "On the Spot" * | 9 | | 9 |
| 50 | Bonus (approval) criteria | 1 | | |
| 250 | Bonus (approval) criteria | | | |
| 500 | Bonus (approval) criteria | | | 1 |
| 750 | Bonus (approval) criteria | | | 20 |
| 1000 | Bonus (approval) criteria | 2 | | 3 |
| 1500 | Bonus (approval) criteria | | | 5 |
| 800 | Legislative Bonus | 41 | | |
| | | | | |
| **Division - MRD** | | **FY 15/16** | | **FY 16/17** |
| 25 | "Thank you Cards" * | 0 | | 0 |
| 50 | "On the Spot" * | 1 | | 2 |
| 50 | Bonus (approval) criteria | 7 | | 7 |
| 250 | Bonus (approval) criteria | 1 | | 1 |
| 750 | Bonus (approval) criteria | | | 6 |
| 1000 | Bonus (approval) criteria | 1 | | 3 |
| 800 | Legislative Bonus | 144 | | |
| | | | | |

\* "Thank you Cards" (wage type 1806)

\* "On the Spot" (wage type 1806)

\*\* " Thank you Cards" (wage type 1800)

\*\* "On the Spot" (wage type 1800)


Wage types were keyed differently in previous years based on
directions provided by the CG's Office.

**Bonuses** are keyed under wage type 1800 and they show up on the
bonus report (RH038 ) in Bex (SCEIS).

**Rewards & Recognition Awards** are now keyed under wage type 1806.
The wage type 1806 does not appear on the Bex (SCEIS) reports and was
not inlcuded on the bonus line for FY 15/16 and FY16/17 on page 27.
In FY14/15 both wage types appeared on the bonus line.

# (/)

## Menu

# Division of State Human Resources

# Bonuses, Rewards, and Recognition

## References

- Annual Appropriation Act (117.55 Employee Bonuses)
  (http://www.scstatehouse.gov/query.php?
  search=DOC&searchtext=117.55&category=BUDGET&year=2016&version_id=7&return_page=&version_title=App
  20Act&conid=8261581&result_pos=0&keyval=34948&numrows=10)
- **S.C. Code Sections** (http://www.scstatehouse.gov/query.php?search=DOC&searchtext=8%
  2011%
  20170&category=CODEOFLAWS&conid=7997621&result_pos=0&keyval=141&numrows=10)
  **8-1-170, 8-1-180 and 8-11-190** (http://www.scstatehouse.gov/query.php?
  search=DOC&searchtext=8%2011%
  20170&category=CODEOFLAWS&conid=7997621&result_pos=0&keyval=141&numrows=10)
- State Human Resources Regulations (/files/2010HRRegulations.pdf)19-705.07.G.
  (/files/2010HRRegulations.pdf) and 19-706.05.B. (/files/2010HRRegulations.pdf)
- Employee Referral Bonus Program Sample (/files/Sample%20Employee%20Referral%
  20Bonus%20Program.pdf)
- Bonus Legislation (/files/Bonus%20Legislation%20Chart.pdf)

## Bonus Information

- Amount/Frequency of Bonuses and Source of Funds
- Approval Authority
- Eligibility
- Approval Criteria
- Documentation and Reporting Requirements

### Rewards & Recognition

- State Service Pin Awards

### Amount/Frequency of Bonuses and Source of Funds

- An employee may receive more than one bonus in a fiscal year; however, the total amount
  of the bonuses received for the fiscal year may not exceed $3,000.

- State, federal, and other sources of revenue may be used to award bonuses.

- Agencies using federal funds for bonuses must show that the use of these funds is in compliance with federal law.

## Approval Authority

- The Agency Director is the final authority responsible for approving employee bonuses.

## Eligibility

- All permanent and probationary employees in full-time equivalent positions are eligible to receive a bonus under these provisions.

- Agency Directors are not eligible to receive bonuses.

- Employees earning $100,000 or more are not eligible to receive bonuses.

- Temporary grant and time-limited project employees are eligible to receive bonuses within the Appropriations Act guidelines for employee bonuses.  The bonuses must be funded by the grant or time-limited project.

## Approval Criteria

Bonuses may be awarded to recognize the accomplishments and contributions of individual employees. Examples of appropriate reasons for awarding bonuses are:

- Contributions to increased organizational productivity,
- Development and/or implementation of improved work processes,
- Exceptional customer service,
- Realized cost savings, or
- Other specific contributions to the success of the organization.

## Documentation and Reporting Requirements

- Agencies must develop a plan for awarding bonuses to employees and keep such plan on file at the agency.

- Agencies must also make available to employees the plan that explains the criteria for awarding bonuses.

- Agencies should submit plans to the Division of State Human Resources (DSHR) for information.

- Agencies must document the reason for any bonus payments awarded.

- Agencies must report the following information to DSHR regarding the payment of a bonus to any employee:

    ◦ Name
    ◦ Personnel Number
    ◦ Date Awarded
    ◦ Source of funds
    ◦ Class
    ◦ Reason for Awarding Bonus
    ◦ Amount of Bonus
    ◦ Comments

## Rewards and Recognition Programs

- Each agency can develop recognition programs that meet its needs. **S.C. Code Sections 8-1-180 and 8-11-190** allows State agencies and institutions to spend public funds on employee recognition. There is a $50 limit on the amount that can be spent on each employee per award. The Annual Appropriation Act, Section 117.59, provides authority to fund employee award programs.

- All Internal Revenue Services (IRS) regulations must be adhered to when implementing a program. Under IRS regulations, all cash or gift certificate awards are taxable income unless considered a de minimis fringe benefit. The IRS has provided a list of FAQ's for government entities regarding de minimis fringe benefits at the link provided. http://www.irs.gov/Government-Entities/Federal,-State-&-Local-Governments/De-Minimis-Fringe-Benefits (http://www.irs.gov/Government-Entities/Federal,-State-&-Local-Governments/De-Minimis-Fringe-Benefits)

- If an agency wants to develop a rewards and recognition program, agencies can contact the Division of State Human Resources to find out more details about the type of help available.

## State Service Pin Awards

Each agency is responsible for administering the State service pin awards. The link to the State's vendor for State service pins is: http://procurement.sc.gov/webfiles/MMO_spo/Contracts/pins-p2.pdf (http://procurement.sc.gov/webfiles/MMO_spo/Contracts/pins-p2.pdf)

---

Agency Information (/humanresources/agency-information)

Alternative Dispute Resolution (/humanresources/agency-information/alternative-dispute-resolution)

Benefits and Leave (/humanresources/agency-information/benefits-and-leave)

Classification (/humanresources/agency-information/classification)

Compensation (/humanresources/agency-information/compensation)

Bonuses, Rewards, and Recognition (/humanresources/agency-information/compensation/bonuses-rewards-and-recognition)

Compensation Delegation Programs (/humanresources/agency-information/compensation/compensation-delegation-programs)

Dual Employment (/humanresources/agency-information/compensation/dual-employment)

Fair Labor Standards Act / Overtime (/humanresources/agency-information/compensation/fair-labor-standards-act-overtime)

Salary Supplements (/humanresources/agency-information/compensation/salary-supplements)

HEEAPA - Higher Education Efficiency and Administrative Policies Act (/humanresources/agency-information/HEEAPA)

HR Advisory Information (/humanresources/agency-information/hr-advisory-information)

HR Dashboard - Statewide Information (/humanresources/agency-information/hr-dashboard-statewide-information)

Laws and Regulations (/humanresources/agency-information/laws-and-regulations)

Memos to Agencies (/humanresources/agency-information/memos-to-agencies)

Organizational Chart - Statewide (/humanresources/agency-information/organizational-chart-statewide)

DSHR Briefings (/humanresources/agency-information/dshr-briefings)

Policies and Programs (/humanresources/agency-information/policy-and-programs)

Recruiting (/humanresources/agency-information/recruiting)

Reporting and Recordkeeping (/humanresources/agency-information/reporting-and-recordkeeping)

SCEIS and HRIS Resources (/humanresources/agency-information/SCEIS-and-HRIS-resources)

Separation from Employment (/humanresources/agency-information/separation-from-employment)

Temporary Grant / Time-Limited Project Positions (/humanresources/agency-information/temporary-grant-time-limited-project-positions)

Workforce Planning (/humanresources/agency-information/workforce-planning)

Applicant Information (/humanresources/applicant-information)

Classification and Compensation System Study Project Report (/humanresources/Classification-Compensation-Report)

Code of Conduct (/humanresources/code-of-conduct)

Domestic and Workplace Violence Guidelines (/node/2383)

Employee Information (/humanresources/employee-information)

InfoSec and Privacy Professional Development Program (/humanresources/infosec-and-privacyprofessionaldevelopmentprogram)

Training and Development (/humanresources/training-and-development)

## Still can't find what you're looking for?

*Search for terms like Budget or Children's Services*



**Report State Agency Fraud
(Office of the Inspector General) (/about/fraud)**

**Privacy Notice (/privacy-notice)**

**SECTION 8-1-170.** Group productivity incentive programs.

State agencies are authorized to develop group productivity incentive programs for the recognition and award of team accomplishments through group performance. Employees of any organizational unit within each of the various agencies are eligible to share equally twenty-five percent of the identified savings resulting from reduced operational costs in the unit up to a maximum of two thousand dollars per employee in a fiscal year. The agency shall adopt policies and procedures to determine unit expenses or base data and for the year of participation in the group productivity incentive program. Records of proposals, actual dollar savings, and employee awards will be reported to the Department of Administration or its designee. Any bonus or cash award paid as a group productivity incentive shall not become a part of the employee's base salary and shall not be considered as compensation in terms of contributions to and determination of benefits for any of the state's retirement systems.

HISTORY: 1993 Act No. 178, § 7, eff July 1, 1993.

Code Commissioner's Note

At the direction of the Code Commissioner, references in this section to the offices of the former State Budget and Control Board, Office of the Governor, or other agencies, were changed to reflect the transfer of them to the Department of Administration or other entities, pursuant to the directive of the South Carolina Restructuring Act, 2014 Act No. 121, § 5(D)(1), effective July 1, 2015.

**SECTION 8-1-180.** Tokens of recognition and other rewards; limit on amount per individual.

State agencies and institutions shall be allowed to spend public funds on employee plaques, certificates, and other events, including meals and similar types of recognition to reward innovations or improvements by individual employees or employee teams that enhance the quality of work or productivity or as a part of employee development programs of their agency or institution. Awards shall be limited to fifty dollars for each individual.

HISTORY: 1993 Act No. 178, § 7, eff July 1, 1993.

**SECTION 8-11-190.** Use of public funds to reward state employees.

State agencies and institutions must be allowed to spend public funds on employee plaques, certificates, and other events including, but not limited to, meals and similar types of recognition to reward innovations or improvements by individual employees or employee teams that enhance the quality of work or productivity or as a part of employee development programs of their agency or institution.

HISTORY: 1995 Act No. 145, Part II, § 25, eff June 29, 1995.

**117.55.** (GP: Employee Bonuses) State agencies and institutions are allowed to spend state, federal, and other sources of revenue to provide selected employees lump sum bonuses, not to exceed three thousand dollars per year, based on objective guidelines established by the Department of Administration. Payment of these bonuses is not a part of the employees base salary and is not earnable compensation for purposes of employee and employer contributions to respective retirement systems. Employees earning $100,000 or more shall not be eligible to receive bonuses under this provision. The employing agency must report this information on or before August thirty-first of each year and must include the total amount and source of the bonus received by the employee during the preceding fiscal year (July first through June thirtieth). The Human Resources Division of the Department of Administration shall formulate policies and procedures to ensure compliance with the reporting provisions of this proviso. Copies of the reports shall be made available to the Chairman of the Senate Finance Committee and the Chairman of the House Ways and Means Committee, upon request.

# EMPLOYEE BONUS FORM

Sections 117.55 of the 2017-2018 General Appropriation Act allows state agencies to award employee bonuses according to objective guidelines established by the Division of Human Resources. More than one bonus in a fiscal year may be given to an employee; however, the total amount of the bonuses received for the fiscal year may not exceed $3,000. The bonus does not become a part of an employee's base pay. Agencies with bonuses using federal and other sources of revenue must maintain documents verifying that the bonuses are in compliance with any associated funding requirements.

Please complete this form and forward a copy to the Office of Human Resources when an employee bonus is awarded.

**Agency:** _____

**Employee Name:** _____

**Class / Slot:** _____ _____

**Amount of Bonus: $** _____

**Date Awarded:** _____

**Source of Funds:**

☐ State Funds

☐ Federal Funds        ☐ Check to indicate use complies with federal law.

☐ Other Funds

**Reason:** *(Please indicate which of the following best represents the reason the bonus was awarded.)*

☐ 1. Contributions to increased organizational productivity

☐ 2. Development and/or implementation of improved work processes

☐ 3. Exceptional customer service

☐ 4. Realized cost savings

☐ 5. Other specific contributions to the success of the organization

**Comments:**

**Agency Representative:** _____

# ON THE SPOT AWARD

## Presented To

**DNR**

_____

For outstanding job performance when it was needed most!

_____

**2017-2018**                                                    **Executive 07**

---

## RETURN THIS PORTION TO YOUR DIVISION COORDINATOR

Date: _____          Office Use Only

To: _____

From: _____
           (Signature)

**You** ☆ **THANKS!**
make a difference

Date: _____

To: _____

From: _____          **DNR**
           (Signature)

# EXHIBIT E - SATISFACTION SURVEY RESULTS (FEB. 1, 2006)

# South Carolina Department of Natural Resources Internal Communications Assessment

Submitted by
## Caroline Foster
## Glenn Gardner
## SCDNR

February 1, 2006

# Table of Contents

2

Introduction and Background

The South Carolina Department of Natural Resources is a mid-size state agency with a clear mission: to serve as primary stewards of the state's natural resources. Most DNR employees are well-educated and have a strong sense of the importance of the agency's work. Because of this, a significant percentage of its workforce have been with the agency their entire careers. Many of these longtime employees are poised to retire in the next few years, leaving a deficit of institutional knowledge and a challenge for managers taking the agency into the future. But that large staff turnover won't be the first time the agency has seen the turmoil and confusion of change.

In fact, the agency only became what it is today during the state government restructuring of the early 1990s. Then called the S.C. Wildlife and Marine Resources Department, the agency acquired the Land Resources Commission, Water Resources Commission and Office of the State Geologist. At that time, the agency went from 714.8 FTEs as of 12/31/93 to 815.05 FTEs the following year, taking on widely varying areas of responsibility along with the new employees.

Around 2003, when state government budgets were shrinking and agencies were called upon to tighten their belts, DNR Director John Frampton implemented a cost-saving strategy that called for consolidating offices around the state into four regional offices. Staff from each of the agency's divisions would eventually populate the regional offices, called hubs. This agency restructuring, which compelled employees from the different divisions to be housed and work closely together in each region, also caused some upheaval, and many employees are still adjusting to the new hub system.

3

Years ago, as long-time agency employees recall, internal communication was not a problem. A small department with a focused mission, this agency had a tightly knit workforce who all felt, and indeed were, included in agency communication. But the rapid growth of the agency through restructuring and the recent move to the hub system have changed the culture of the agency, causing some large-scale communication problems.

Today, most employees report problems in internal communication in the DNR, leading to dysfunctional behaviors such as guarding of information, mistrust of management, and lack of teamwork. As a result, morale problems, duplication of effort, breakdown of interdivisional cooperation, and diminished customer service have become the norm.

Though this is an acknowledged problem, no research had been conducted to establish where the problems lay and suggest some possible solutions until the agency began a new Vision for the Future planning process in 2004. As part of the larger goal to improve agency functions, the planning committee was required to write a specific approach for improvement of internal communications. This research forms the background for that committee's recommendations, which have yet to be formally submitted.

Problem

As a result of large-scale restructuring during the past ten years, including growing by a third and going to a statewide hub system, communication within the DNR began to break down. Results of this breakdown in communication are declining employee morale,

4

duplication of effort, lack of collaborative work, turfism, declining customer service and mistrust of management.

Research Objectives: To assess DNR's current communication climate--including a close look at communication at three levels within the organization: employee/supervisor, inter- and intra-divisional, and agencywide communication, both upward and downward--and to evaluate the effectiveness of existing and potential formal communication tools for correcting defined problems.

We worked with a number of people in determining that there is, in fact, room for improvement in DNR internal communication and in deciding on the research questions. This was accomplished through informal interviews of key staff and managers throughout the agency. Dr. Hardy Merritt made comments on several questionnaire drafts. It was clear that because there had been no prior research within the agency on this subject, we would need to first make an effort to understand what others had done to learn a logical place to start with our own work. Our research questions focused on internal publics' assessments of the existing communication climate and tools. Though we consulted a number of sources in the development of our questionnaire, including the communications audit methodology recommended by the International Communication Association, we used only a portion of that more lengthy format, choosing instead to keep the instrument short in hopes of increasing response rate. The instrument was designed to give us insight into the current communications climate at the DNR and help us evaluate existing and possible tools for internal communication in the future. The questionnaire was designed to measure communication at three levels: supervisor/employee, intra and

5

inter divisional, and agencywide, including top down/up. No measurement of interpersonal communications or direct job satisfaction issues were included to limit the project's scope.

Two open-ended questions were included to gather as many suggestions for improving communications breakdowns as possible for consideration in follow up focus groups. These produced 282 written responses, which we sorted into categories, removing the inappropriate or unhelpful comments, which were, thankfully, relatively few. The majority of the comments provided were offered in a positive way in a sincere effort to help.

The research questions were:

Which existing formal communications tools are DNR employees using to get information within the agency and what other means of getting information are they using?

How much do DNR employees rely on the grapevine for information?

How well do DNR employees know the mission of the agency and how their job fits into it?

How do DNR employees feel about access to the information they need and want?

How well does information travel between supervisor and employee, field and main office, and among divisions and sections within divisions?

Literature

The literature on communication functions in government organizations emphasizes that good communication with internal and external customers is

6

instrumental in the pursuit of excellence. Each reference also addresses the topic as both an issue of great importance in an agency's success and an issue with real problems in most large organizations. Two relevant references for studying the importance and history of internal communication are *Corporate Conversations* (Holtz, 2004) and *Effective Communication: A Local Government Guide* (Wheeler, 1997). Each of these references directly relates the success of an agency organization to good internal communication.

The tools described in each reference for making the internal communication connection overlap and include: spoken words, printed materials, Web sites, and videos. Each describes the various uses and drawbacks of these tools and relates that the most effective medium for a message depends on the audience.

In *Corporate Conversations*, Holtz emphasizes that communication in all of these formats should be seen by upper management as a vital management function in the agency, one that affects everything from product quality to employee retention. Though his book targets private sector businesses, Holtz's message clearly applies to a large government agency, which like a corporation must deal with a number of communication tools targeting varying audiences, including differing internal audiences with differing information needs. Holtz lays out four basic types of employee communication: communication that is required by law (often HR-related), other HR communication (benefits, compensation, career, and social), business communication (how the agency is doing, how employees fit into mission, etc.), and informal communication.

*Effective Communication*, written by members of the International City/County Management Association, echoes Holtz in his assessment of the importance of internal

7

communication and provides specific methods for gathering information about an organization's internal communication climate, including the use of employee surveys, focus groups, and informal interviews. The writers mention the Internal Communication Audit instrument created by the International Communication Association in the 1970s, which provides a comprehensive tool for assessing an organization's efforts to communicate with its employees. This, as mentioned by Dr. Lowndes Stephens in his 1998 paper "Improving Communications Climate in a State Mental Health Agency," is an effective tool for measuring an agency's communications climate. However, Stephens and other researchers have pointed out that it is very long and time consuming, and some shorter version of the instrument could be used effectively.

In her CPM project from 1997, Michelle Goins, of PRT, looks specifically at the importance of Work Environment, Content of Information, and Delivery in the success of internal communication efforts and acknowledges that internal communication has been a problem area for many government organizations. Her project focused on devising a strategy for communications improvement based on assessment of current efforts, study of best practices outside the agency, and informal interviews with key staff. Because PRT is similar to DNR in its sprawling structure with field offices all over the state and a main office in Columbia, Goin's work is especially relevant to this project.

Each of these, and many others consulted during the research process, place emphasis on the importance and complexity of internal communications and describe some of its pitfalls and successes in various settings.

8

Methods

This research was designed in late August as an online survey with follow-up focus groups, a design appropriate when researchers are primarily attempting to describe specific characteristics of a population (Campbell and Stanley 1963). In this case, we set out to describe the opinions, actions and limited demographics of DNR employees regarding internal communication. Internal communication is defined as dissemination of information--including that required by law, business-related, and informal--throughout all levels of the organization.

Through informal interviews of staff, we developed a set of research questions, as stated above, and designed a survey instrument to answer those questions. The instrument was designed using a likert scale for 42 closed-ended questions and also included two open-ended questions. The survey instrument evolved through several drafts and revisions, with input from DNR middle management and from Dr. Hardy Merritt. It was then pretested on a select group of DNR employees and further revised.

The survey instrument was designed to assess communication at three levels within the agency: supervisor-employee communication, intra and inter divisional communication, agencywide communication. It also asked employees to evaluate existing tools and make suggestions for improving communication within the agency.

Upon completion, the survey was administered to all DNR employees who have access to e-mail through SurveyMonkey.com, an online service that allows participants to click on a link provided through e-mail and then proceed through the electronic survey OR print out the survey and return it by mail to the address included in the introduction.

9

We made every effort to make employees feel comfortable with this format by emphasizing that responses would be returned to SurveyMonkey, a third party, and not directly to us. However, we were contacted a number of times by employees who were reluctant to complete the survey because they feared it would not be anonymous. If we heard from a number of people, we suspect that many others also felt the same and neither contacted us nor completed the survey. Out of 850 surveys sent, both electronically and in hard copy for those in the field who have no Web access, we received 436 responses, a 51% response rate.

In addition, a number of respondents were uncomfortable with the inclusion of demographics, which they believed (correctly) would allow those with access to the full dataset (and a lot of free time) to ferret out individual responses. We perceived no hesitance on the part of our test subjects to fill out these questions, which we included to allow additional analysis of the data. For instance, we wanted to be able, at some point, to look at different groups' responses to certain questions: managers vs. employees, different divisions, field vs. main office. These analyses are beyond the scope of this research but remain options for further research in the future. More specific studies of problem areas revealed in this research also provide opportunities for further investigation.

After the initial e-mail with the SurveyMonkey link, we followed up two weeks later with a reminder e-mail, again including the link. We also placed signs around the Columbia office reminding people to check the e-mail and complete the survey.

10

Data were gathered by SurveyMonkey and reported out in percents and frequencies. Bar charts for each question were generated by the program and provided for our use.

All data were in hand by the end of September. We used these data to generate a series of questions to use in four focus groups planned in each DNR region (hub) around the state to validate our findings and to clarify some of the suggestions provided in the open-ended questions. Focus group questions, which were provided in advance to all participants, are included in Appendix D.

To ensure each region had opportunity for input, we held focus groups in each of the DNR's four regions. Meetings were populated using a dual approach. We selected one individual from each division from each region, and asked that division directors also select one person in their division for each region. We used this method to ensure that the meetings were not exclusively populated by selections from management (who might puppet the party line) but that individuals who managers knew were interested in these issues and had something to add would be included. We made an effort to include employees working in management positions and non-management positions, as well as males and females, representatives from different sections of the same division, various races, field staff and office staff.

Turnout for meetings was overall very good, but varied depending on the size of the agency's presence in the region. The smallest meeting contained 7 people and the largest, in the main office in Columbia, contained the full 12.

11

Meetings were conducted based on the agenda and other materials (see appendices B, C, D, G) by a trained facilitator, who introduced each question and kept the discussions on track.

Findings

For supervisor-employee communication, which is defined as daily communication including communication of policy, business, and interpersonal relations, DNR employees gave supervisors pretty good marks. At this level, information needed to do the job, assignment and assessment of work, mission and fit within mission, HR (benefits, salaries, career paths, etc.), procurement and other policy information, is provided. This is the relationship most employees report is preferable to get this type of information, according to a broad array of literature on the subject, and DNR employees reported in the survey that this information exchange is getting accomplished at DNR. (That does not eliminate, however, a high incidence of reporting dependence on the grapevine for information.)

Primary tools available to supervisors for this type of information exchange are staff meetings, other face to face exchanges, emails and memos.

Nearly *50%* reported that they *strongly agree* that their supervisor communicates expectations clearly, with only *5% strongly disagreeing. 55%* report their supervisors encourage open communication. A large percentage, almost *75% somewhat or strongly agree* their supervisor keeps them well informed about agency and job-related activities. About the same number reported that they trusted their supervisor to communicate the reasons for important decisions.

12

Marks fell only slightly in assessing the productivity of staff meetings: *70% somewhat agree or strongly agree* that their supervisor conducts productive meetings. While only *11% strongly disagree*, the productivity of staff meetings was strongly questioned during follow up focus groups, and many participants of these groups reported their supervisors don't conduct regular staff meetings at all. The potential of staff meetings as good means of communicating relevant, accurate and timely information to employees and in the exchange of information required to conduct business efficiently was brought out during all four focus groups.

Participants were also critical of supervisors' use of the EPMS tool, citing problems with consistency, fairness, clarity of wording and, in some cases, the document's reflection of the actual job duties.

Based on the focus groups findings, most employee-supervisor communication is done face to face in informal situations and through e-mail. Much of the e-mail is material coming to the supervisors from HR or upper management, which supervisors then may choose to pass along or not, as needed. Though some employees reported they are fine with this filtering of information through supervisors, many were uncomfortable not knowing what information was being withheld. Most report their supervisors do give them the information they need, they would prefer to have all available information provided and decided for themselves what is relevant. Problems with adequate dissemination of information also can occur when one supervisor has too many direct supervisees, especially in a field situation or where the supervisor position is vacant.

13

In several focus groups, discussions explored the idea of who is responsible for getting employees information, ultimately. Some place this on the supervisor and some place it on the employees themselves.

Supervisor-Employee Communication

|  | Strongly or Somewhat Agree | Strongly or Somewhat Disagree |
|---|---|---|
| Communicates expectations clearly | 84% | 16% |
| Keeps me informed | 76% | 24% |
| Holds productive staff meetings | 70% | 29% |
| Communicates reasons for important decisions | 73% | 27% |
| Explains disruptions to my work | 75% | 25% |
| Encourages open communication | 83% | 17% |
| Gives me info needed to do my work | 81% | 18% |

Some evidence of communication breakdown emerges when employees were asked about communication among sections within their own divisions. Though the majority of employees strongly or somewhat agree that there is effective communication within their division, a significant *44%* report problems with that level of communication. Only *42%* believe they get adequate information about work going on in other sections of their division.

This finding was supported in focus group discussions, in which some employees reported not even knowing all the functions of their own division and not knowing their fellow employees serving in those functions. Focus group participants revealed that in many cases, the result of this lack of knowledge is inefficient operations (smoke stacks), duplication of effort, turfism, declining morale and poor customer service.

14

Focus group participants agreed that there is a need for more scheduled meetings at the division level in which staff from different sections can interact with each other. These meetings could have a social component as well; however, there was also concern that we could have too many meetings.

Intra-divisional Communication

|  | Strongly or Somewhat Agree | Strongly or Somewhat Disagree |
|---|---|---|
| Effective communication with my division | 57% | 44% |
| Adequate info. about work in other sections within my division | 42% | 58% |

Communication among divisions showed more prominent areas of breakdown. It was interesting that *86%* of employees reported that their work requires sharing knowledge and information with other divisions, when only *64%* report sharing knowledge and information with other divisions. Again, the issue of turfism appears, and according to focus group discussions, hoarding of information is often a problem.

Though focus group participants did name some examples of interdivisional cooperation, in most cases, each division functions as a separate entity under the broad DNR organization. Many people report that this feeling of working in isolation and even in competition with fellow DNR employees became acute when the agency began to grow during state government restructuring in the early 1990. The nature of the agency changed from small enough for everyone to know everyone else to large and diverse in nature. Employees clearly regret the loss of the close-knit feeling of community, and the

15

result is that employees don't see how individual roles mesh with others to accomplish the mission of the agency.

Inter-divisional Communication

|  | Strongly or Somewhat Agree | Strongly or Somewhat Disagree |
|---|---|---|
| My work requires sharing knowledge and information with other Divisions | 86% | 14% |
| My division shares knowledge and info with other divisions | 64% | 37% |
| My work is improved by information from other divisions | 84% | 16% |

Communication between main office in Columbia and the field is a problem with much history in DNR, and recent office closings and a shift to the statewide hub system have further exacerbated the problem.

Survey statistics show this hub system is not working well at this time: 44% strongly or somewhat disagree that there is effective communication among divisions within the hub and *58%* strongly or somewhat disagree that there is effective communication between the field and main offices. However, focus groups revealed more positive findings. Hubs are, indeed, providing opportunities for interdivisional interaction as well as establishing a more thorough DNR presence in individual regions. Because of the relative newness of this system, there is ongoing clarification of the channels of communication within hubs and between hubs and Columbia.

Part of this clarification process is working out the business of how the hubs are to function in relation to IT, procurement, marketing/PR, outreach/education, communication with local legislators. These things are still being worked out, and this

16

was determined to be a communication problem only in that hubs have not been told clearly what their purpose is.

Some field employees working out of regional hubs expressed problems with the we/they mentality between Columbia and the field offices. This mindset can be interpreted as a power struggle, with basic information providing power.

Still many employees provided examples of ways divisions can and are beginning to work together in the hubs, and though there is clearly frustration with the new system, there is also hope.

Columbia/Field/Hubs Communication

|  | Strongly or Somewhat Agree | Strongly or Somewhat disagree |
|---|---|---|
| Effective communication between field and Columbia | 42% | 58% |
| Effective communication among divisions within my hub | 57% | 44% |
| Effective channels for communication among hubs | 56% | 45% |

Agencywide communication, including the kind of exchanges of information that go to and from the directors office, HR, Legal, and other, is another area to look at for opportunities for improvement. The majority of employees *(59%) strongly or somewhat disagree* that the downward flow of information in the agency is adequate. Focus groups clarified this as a general desire to know what the large issues of the agency are, what the director is doing about them, and how these issues are relevant to them. Though most employees feel they are well informed by the agency *(56%)*, the sense of secrecy around the "third floor" issues remains and fosters a lack of trust of upper management.

17

Because the survey was administered immediately after the completion of the agency's new Vision for the Future document, which was distributed by mail to all employees, data show high levels of understanding of the agency's mission (*88%*) and new Vision for the Future (*83%*).

The question of whether upper management is listening showed employees' believe there is a problem with the upward flow of information in the agency: *58% disagree or strongly disagree* that upper management at DNR listens, and focus groups support that finding. A majority, *65%*, does not believe the agency has good channels of communication established to encourage employee feedback. In fact, much discussion in the focus groups centered around this issue in two ways: First, some people have access and some don't. Communication with upper management often depends on personal relationships, with long time employees, even non-managers, having better access to managers at the deputy director and director level because they have "known them for years." This results in some employees feeling cut off from access to upper management, especially those in the field, who have a real need to communicate to management about "what's really going on in the field." The sense is that, even in cases where managers have field experience, once they get far away from that in their careers, they forget the reality of field work..

Second comes the idea that much of the mistrust of management in the agency would be alleviated if the deputies and director worked to establish initially strong relationships with employees in the field and in lower level jobs. If there was this rapport, employees would trust that not only were the communications coming from management were accurate but also they were complete.

18

Agencywide/Director's Office

| | Strongly or Somewhat Agree | Strongly or Somewhat Disagree |
|---|---|---|
| Downward flow of information is adequate | 41% | 59% |
| Org. keeps employees well informed | 56% | 34% |
| Org.' goals are communicated clearly | 76% | 25% |
| Vision communicated effectively | 83% | 18% |
| Mission communicated effectively | 88% | 12% |
| Provides opportunities for training on communication | 60% | 40% |
| Want additional information on customers/constituents | 77% | 23% |
| Upper mgt. listens as well as talks | 42% | 58% |
| Get sufficient information about the agency's products and services | 64% | 36% |
| Want more information about employee activities/news | 88% | 12% |
| Have opportunities to learn more about other areas of the agency | 64% | 36% |
| Agency has good channels of communication tat stimulate employee feedback | 35% | 65% |
| Given information I need to do my job | 80% | 21% |

Existing tools as well as possible additions to the agency's internal communications toolbox were evaluated in the survey. Overwhelmingly employees said existing communication tools are accurate *(92%)*, and each tool fared relatively well in individual evaluations of effectiveness. For this survey, employees rated the pop server and the grapevine highest, with *79%* agreeing or strongly agreeing that the pop server is effective in providing information to employees and *85%* reporting dependence on the grapevine for information. Many suggestions were in some way related to making the pop server more robust and pushing it more to employees.

19

Most existing tools within the agency are well-used, and a majority of staff use each of the following tools for some type of information. See Appendix E, question 32 for a chart showing how often employees use each of the existing internal communications tools.

Many of the responses to the open-ended questions provided evaluations of existing tools and suggestions for improving them and for new ones. Focus groups on several occasions brought out the issue of time as related to the gathering of information through existing tools. Some employees feel that one comprehensive outlet for information would save time by preventing the need to read additional sources of information, which may be repetitive. However, the need to acknowledge various internal audiences and provide appropriate communication to meet their various needs was not considered.

Everyone in the agency has an e-mail address, and most employees feel that e-mail is an easy, quick, inexpensive way to communicate within the agency. Though some people do not have access to computers and some do not know how to use e-mail, those groups are small and should not prevent the ongoing widespread use of e-mail for distribution of information.

An employee newsletter, in electronic form, but downloadable and printable for those who prefer it, or perhaps with limited hard copy distribution was well received (*83%* liked the idea), though discussion in focus groups surrounded the time investment involved and staffing issues. Most agreed that this should be centered in HR in partnership with IT. Still, widespread input from divisions would be necessary to make

20

this a valuable tool, and it would be a difficult task for a small HR office to accomplish alone.

Literature on this subject indicates not only that internal communication using formal channels needs to be done but that it needs to be done well. Any efforts to produce communication products for internal use would be discounted if the product was sloppy, lacked substantive information, was filled with errors or difficult to read. In Corporate Conversations, the author reminds internal communicators that the material must be compelling, understandable, and credible, as well as timely, relevant and accurate.

Tools

| | Strongly or Somewhat Agree | Strongly or Somewhat Disagree |
|---|---|---|
| SCW is effective in providing information to employees | 70% | 30% |
| News release packet is effective in providing information to employees | 74% | 25% |
| Pop Server is effective in providing information to employees | 79% | 21% |
| Weekly staff meetings are effective in providing information to employees | 63% | 36% |
| A newsletter would be effective in providing information to employees | 83% | 17% |
| I depend on the grapevine for information about the agency | 85% | 16% |
| The communication tools in DNR are accurate | 92% | 8% |

21

Recommendations and Measurements

For Top-Down Communications
1. Deputy Directors pass along all minutes from DNR Board meetings and Division Director meetings by e-mail or hard copy, as needed. These should be passed to all DNR and marked as optional reading, while required reading should be marked as high priority. This will make information available while helping busy employees sort out the "need to know" from the "additional" information.

> Measurement: Board and Division Director meeting minutes available to all DNR employees within a one-month period for Board minutes and a two-week period for Division Director minutes.

2. Upper Management set up opportunities to interact with staff to establish trust. This should include division directors and director and could be as informal as walking around and hitting different sections in the Columbia office. This activity helps with the need of employees to feel "in-the-know" and cuts down on erroneous information being passed along the grapevine.

> Measurement: Upper management sets up a schedule of regular field visits and meetings with sections on a rotating basis. Managers are more visible in staff offices.

3. Director (or chief of staff) undertakes regular written communication (letter from the director) with all staff through available outlets, including e-mail and electronic newsletter, if available. This communication could include answers to What are the issues the agency is facing now and what I am doing about them. This provides employees a peek into the big picture, which many felt was important for doing their jobs well.

> Measurement: Director sends out a letter from the director on a regular schedule, either by e-mail or by electronic newsletter, or both. (One example might be to keep employees informed as the agency meets or makes progress toward individual goals laid out in the Vision for the Future document.)

4. Supervisors hold weekly staff meetings that accommodate schedules to keep all employees working from the same page and informed of agency information, including information passed to supervisor by division director during weekly division staff meetings.

> Measurement: Supervisors make a regular schedule for weekly staff meetings and require all employees to be present.

5. Supervisors are offered regular training on use of EPMS documents and provided follow-up support from HR.

> Measurement: Make sure that all supervisors have gone through EPMS training, including additional training when changes are made to the EPMS process. HR schedules EPMS training on a regular timetable to accommodate new hires and promotions. HR maintains an EPMS specialist on staff.

22

Bottom-Up Communications
1. Again, this can be addressed by additional access to upper management by staff on a regular basis. In addition to walking around and informal visits for the purpose of listening to staff, division directors could schedule "Open Door" times during which they are available to hear employees' ideas, problems, etc.
>Measurement: Division directors walk around and visit on a regular basis and monthly Open Door listening opportunities are scheduled.

2. Electronic Bulletin Board will provide employees opportunities to comment and provide feedback on agency issues.
>Measurement: An electronic bulletin board is available to all staff via the intranet, either independent of or within an electronic newsletter.

Lateral Communications
1. Divisions establish computer access stations where available, including NRCS offices, hub offices, and county offices as needed to provide all DNR staff a convenient place to send and receive e-mail via the DNR pop server.
>Measurement: An all-DNR test e-mail is sent requiring a response from every person, and all responses are received. (Every field staff person has a reasonably convenient place to check e-mail.)

2. Hub coordinators make all hub meeting minutes available to all DNR via intranet or e-mail and hard copy, as needed.
>Measurement: hub minutes are available to all DNR.

3. Create a DNR communications committee with each division represented to plan and collect content from Divisions for electronic newsletter.
>Measurement: Committee formed by division directors and meeting schedule established.

4. Electronic newsletter layout assigned to graphics with support from IT.
>Measurement: electronic newsletter is in Graphics queue, recurring monthly. Newsletter is posted on intranet each month by IT.

5. All new employees receive a week-long training period in which they are introduced to the various work of the DNR and the people doing it. Contact info is sent with them.
>Measurement: New employee training schedule is developed by HR and time set to launch.

6. All new employees are introduced to DNR staff via e-mail and walking around, including name, job, contact info.
>Measurement: New hires are given introduction by supervisors within 2 weeks of starting work.

23

7. Electronic Employee Guide created and posted on intranet, to include all employees' photograph, job title/duties, contact information, area of expertise.

    Measurement: New employee guide available on intranet and updated quarterly by HR/IT.

8. Bolster intranet to make it more interesting and useful for all employees (IT).

    Measurement: Employees surveyed through SurveyMonkey respond that improvements to the intranet have been made.

9. Efforts by division directors to break down communications barriers both with division and among divisions by scheduled information-sharing meetings with social components that allow for interaction.

    Measurement: Intra-divisional and inter-divisional staff meetings planned for near term. These will not have to be on-going once staff become more familiar with other sections/divisions.

24

Conclusions

Historically a close-knit group, DNR experienced rapid growth and change during government restructuring a decade ago. With growing numbers and rapid expansion around the state, the agency's staff could no longer logistically enjoy the same close ties it once had.

Managers should keep this history in mind when planning ways to improve internal communication problems. A lot of the problems people report in this area arise from the loss of close social contact and the small-group feeling. In truth, employees in general are getting the information they need to do their jobs. It's the feeling of being included, on the inside, being in-the-know that they are not getting. While there are places in which internal communications do break down, good efforts are already being made to improve these problem areas, including the restructuring of the agency into hubs, which by design should provide for better interdivisional communications by housing staff from each division together in locations around the state.

Another outstanding effort to get people on the same page and moving ahead together is the Vision for the Future document. Though long-timers have seen this type of process wash out many times, the product of this effort is a concise, reader-friendly document prepared with substance by select staff from every division and presented in an appealing colorful format. It is undoubtedly the reason so many employees report a strong knowledge of the agency's vision and mission.

The implementation for that vision has been hammered out by committees formed from employees at all levels and from all divisions, each headed by a deputy director.

25

One goal under this broad vision is to improve agency functions, and a number of the strategies for achievement of that goal (beyond the strategy that directly addresses communications problems, for which this research was primarily undertaken) include some form of communication process improvement. Thus communication issues are on the radar screen, acknowledged and being addressed.

Citations

Dominick, Joseph R. and Wimmer, Roger D., eds. 1994. *Mass Media Research.* Belmont: Wadsworth Publishing Company.

Goins, Michelle. 1998. Improving Internal Communications in a Bureaucratic Structure. Certified Public Manager Project. State of South Carolina.

Hesselbein, Frances and Goldsmith, Marshall and Beckhard, Richard, eds. 1997. *The Organization of the Future.* San Francisco: Jossey-Bass Publishers.

Holtz, Shel. 2004. *Corporate Conversations: a guide to crafting effective and appropriate internal communications.* New York: American Management Association.

Stephens, Lowndes F. 1994. Communications Climate Study for Department of Mental Health. State of South Carolina.

Timm, Paul R. and Farr, Rick C. 1994. *Business Research: an informal guide.* Menlo Park: Crisp Publications.

Wheeler, Kenneth M., ed. 1994. *Effective Communication: a Local Government Guide.* Washington: The International City/County Management Association.

27

Appendices

Appendix A

DNR Internal Communications Climate Survey

Why Reply?

Dear Fellow DNR Employee,

Thank you for taking a few minutes to provide your thoughts on how well we communicate with each other within the DNR and how we can improve our internal communications.

You should have no trouble making your way through the survey. If you do have trouble, please let us know! Call Caroline Foster at (803) 734-3967 or Glenn Gardner at (803) 734-3908.

All answers will be confidential and examined only as part of all responses, so please be honest.

The data collected here will be analyzed and used to generate a report that we hope will do two important things: help us communicate better as an agency...and help US graduate from the Certified Public Manager program!

We would like to have all responses back by September 30, so please fill out the survey and submit it any time before that date. We will share the results with our DNR coworkers as soon as we have them available.

Regards,

Caroline Foster
Glenn Gardner

# Return completed surveys to:

Caroline Foster/Glenn Gardner
SCDNR Survey
P.O. Box 167
Columbia, SC 29202

28

The Survey

1. My supervisor communicates expectations clearly.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


2. My supervisor keeps me well-informed about the agency and job-related activities.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


3. My supervisor holds productive staff meetings.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


4. My supervisor communicates the reasons for important decisions to me and/or my work group.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


5. My supervisor explains the reasons for disruptions in my work.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


6. My supervisor encourages open communication.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


7. My supervisor gives me the information I need to do a good job.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


8. There is effective communication among members of my division.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


9. I have adequate information about what is going on in other sections within my division.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


10. My work requires sharing knowledge and information within my division.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


11. I get adequate information about what goes on in other divisions.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


29

12. My division shares knowledge and information with other divisions.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


13. My work could be improved by information from other divisions.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


14. There is effective communication between the field offices and the Columbia office.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


15. There is effective communication among the divisions in my hub.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


16. There are effective channels established for communication among hub offices.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


17. The downward flow of information is adequate in this agency.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


18. This organization generally tries to keep employees well-informed.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


19. The goals of this agency are clearly explained.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


20. This agency's Vision for the Future has been communicated effectively to me.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


21. The mission statement of this agency has been adequately communicated to me.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


22. This agency provides opportunities for training on communication topics.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


23. I would like additional information about our agency's customers/constituents.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

30

24. DNR's upper management listens as well as talks.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

25. The South Carolina Wildlife magazine is an effective means of providing information to employees.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

26. The DNR's news release packet distributed by e-mail is an effective means of providing information to employees.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

27. The POP server is an effective means of providing information to employees.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

28. Weekly staff meetings are an effective means of communicating with employees.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

29. For a time, the DNR published an internal newsletter called the Natural News. Reestablishing an internal newsletter would be an effective means of providing information to employees.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

30. I depend on the "grapevine" (informal chatting with coworkers) for agency information.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

31. In this agency, formal communications, such as the POP server, e-mail, news releases, SCW magazine, SC Wildlife TV and monthly reports are ACCURATE.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

32. How useful are the following communication tools within the agency?

| | Very Useful | Useful | Somewhat Useful | Not Useful | Don't Use |
|---|---|---|---|---|---|
| South Carolina Wildlife Magazine | | | | | |
| Coast Watch Newsletter | | | | | |
| Jocassee Journal | | | | | |

31

| (Continued) | Very Useful | Useful | Somewhat Useful | Not Useful | Don't Use |
|---|---|---|---|---|---|
| DNR News Release Packet | | | | | |
| DNR POP Server | | | | | |
| DNR Web site | | | | | |

33. I get sufficient information about this agency's products and services.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


34. I would like additional information about employee activities/news.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


35. I am given the opportunity to learn about other areas of this agency.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


36. This agency has good channels of communication that stimulate employee feedback.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


37. I am given the information I need to do my job.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree


38. If you could suggest one way to improve DNR internal communications, what would it be? (Use other side if you need additional space.)




39. Please share any other thoughts you have about communication within the DNR. (Use other side if you need additional space.)

This section is for statistical purposes only and will be used to study how different groups of employees view communication within DNR.

44. What is your age?

_____ Under 20 years of age

_____ 21 to 30 years of age

_____ 31 to 40 years of age

_____ 41 to 50 years of age

_____ Over 50 years of age

32

45. What is your sex?

_____ Male

_____ Female


46. What is you highest level of education?

_____ Some high school

_____ High school diploma

_____ Some college

_____ Two-year college

_____ Four-year college

_____ Graduate or professional degree


47. Do you work:

_____ Full time

_____ Part time

_____ Temporary full time

_____ Temporary part time

_____ Other (please specify)

_____


48. What is your division?

_____ Executive

_____ Land, Water and Conservation

_____ Law Enforcement

_____ Outreach and Support Services

_____ Marine Resources

_____ Wildlife and Freshwater Fisheries

33

49. How long have you worked for this agency?

_____ Less than 1 year

_____ 1 to 5 years

_____ 6 to 10 years

_____ 11 to 15 years

_____ More than 15 years


50. What is your position in this agency?

_____ I don't supervise anybody

_____ First-line supervisor

_____ Middle management

_____ Top management

_____ Other (please specify)


Thank you for taking the time to complete this survey. The results will be used to evaluate communication channels within the DNR as part of the agency's new Vision for the Future document.

We appreciate your contributions.

34

Appendix B

Focus Group Agenda

I.     Welcome
II.    Introductions
III.   Review of ground rules (See posted.)
IV.    Review of the goal of the meeting: discuss some findings revealed in the recent survey and evaluate a list of suggestions condensed from the recent survey.
V.     Questions and answers
VI.    Wrap up

35

Appendix C

Suggestions for Improving Internal Communications (provided by DNR Employees)

E-mail access for everyone
Regular staff meetings
Make intranet more robust
Bring back Natural News or some other form of paper newsletter
Electronic newsletter
Electronic bulletin board
Brown bag lunch: internal presentations
Better use of EPMS to communicate expectations
Develop more avenues of input from employees
Pick a primary source for internal communications and make it comprehensive
Offer new employees a 1-2 week orientation in the agency in which they are introduced
    to key people in each division and their work
Electronic employee manual with photos, name, job title, areas of expertise and contact
    information.
Distribution of minutes from DNR Board meetings and deputy directors' meetings

36

Appendix D

The discussion topics below are based on information gathered in the recent survey.

1. We learned in the survey that field personnel feel a distinct disconnect with personnel and happenings in the Columbia office.
>--Is this a problem, as you see it? Is this a new problem or one that has a lot of history?
>--If so, how can we work toward correcting the communication gap between the Columbia office and employees who work primarily in the field without adding staff or additional resources?
>--Who would be responsible for making this happen?
>--What is a reasonable timetable for this?

2. We learned in the survey that there's a perception within the agency that information doesn't flow well either from or to the director's and/or deputy directors' offices.
>--Is this a problem, as you see it? Is this a new problem or old problem?
>--If so, how can we work toward improving flow of information to and from upper management?
>--Do you know of any companies or governmental organizations that you feel are doing a good job in this area and what are they doing?
>--What specific information should be included in communication from the third floor?

3. We learned in the survey that while employees place high importance on the sharing of information among sections and divisions, many admit they are not sure what other sections within their division and/or other divisions within the agency are doing.
>--Is this a problem, as you see it?
>--If so, how can we work toward improving intra-divisional and interdivisional communication within DNR (help people learn what others in the agency are doing)?
>--Are there examples in the agency now that are working to help with this communication problem?

4. DNR employees offered a great many suggestions in the survey's open-ended question, which asked, "If you could make one suggestion for improving DNR's internal communication, what would it be?" You have a condensed list with your meeting materials.
>--Are there suggestions you'd like to add to this list?
>--Let's take a look at each of these suggestions: will this work? Is it do-able without significant additional staff or resources? Who would be responsible for doing it?

37

# Appendix E

## Survey Data

| 1. My supervisor communicates expectations clearly. | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 5.7% | 25 |
| Somewhat disagree | | 10.3% | 45 |
| Somewhat agree | | 37.8% | 165 |
| Strongly agree | | 46.2% | 202 |
| | Total Respondents | | 437 |
| | (skipped this question) | | 4 |

| 2. My supervisor keeps me well-informed about the agency and job-related activities. | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 7.1% | 31 |
| Somewhat disagree | | 17.4% | 76 |
| Somewhat agree | | 38.8% | 170 |
| Strongly agree | | 36.8% | 161 |
| | Total Respondents | | 438 |
| | (skipped this question) | | 3 |

| 3. My supervisor holds productive staff meetings. | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 11.2% | 48 |
| Somewhat disagree | | 18% | 77 |
| Somewhat agree | | 41.4% | 177 |
| Strongly agree | | 29.4% | 126 |
| | Total Respondents | | 428 |
| | (skipped this question) | | 18 |

| 4. My supervisor communicates the reasons for important decisions to me and/or my work group. | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 8.3% | 36 |
| Somewhat disagree | | 18.7% | 81 |
| Somewhat agree | | 34.8% | 151 |
| Strongly agree | | 38.2% | 166 |
| | Total Respondents | | 434 |
| | (skipped this question) | | 7 |

| 5. My supervisor explains the reasons for disruptions in my work. | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 7.1% | 30 |
| Somewhat disagree | | 18.1% | 77 |
| Somewhat agree | | 41.2% | 175 |
| Strongly agree | | 33.6% | 143 |
| | Total Respondents | | 425 |
| | (skipped this question) | | 16 |

38

**6. My supervisor encourages open communication.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 7% | 30 |
| Somewhat disagree | | 9.6% | 41 |
| Somewhat agree | | 28.1% | 120 |
| **Strongly agree** | | 55.3% | 236 |
| | Total Respondents | | 427 |
| | (skipped this question) | | 14 |

**7. My supervisor gives me the information I need to do a good job.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 7.2% | 31 |
| Somewhat disagree | | 11.3% | 49 |
| Somewhat agree | | 37.3% | 161 |
| **Strongly agree** | | 44.2% | 191 |
| | Total Respondents | | 432 |
| | (skipped this question) | | 9 |

**8. There is effective communication among members of my division.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 17.6% | 76 |
| Somewhat disagree | | 25.5% | 110 |
| **Somewhat agree** | | 43.4% | 187 |
| Strongly agree | | 13.5% | 58 |
| | Total Respondents | | 431 |
| | (skipped this question) | | 10 |

**9. I have adequate information about what is going on in other sections within my division.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 24.9% | 108 |
| Somewhat disagree | | 32.6% | 141 |
| **Somewhat agree** | | 35.1% | 152 |
| Strongly agree | | 7.4% | 32 |
| | Total Respondents | | 433 |
| | (skipped this question) | | 8 |

39

## 10. My work requires sharing knowledge and information within my division.

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 2.3% | 10 |
| Somewhat disagree | | 11.8% | 51 |
| Somewhat agree | | 43.2% | 187 |
| Strongly agree | | 42.7% | 185 |
| | Total Respondents | | 433 |
| | (skipped this question) | | 8 |

## 11. I get adequate information about what goes on in other divisions.

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 29.8% | 129 |
| Somewhat disagree | | 40.4% | 175 |
| Somewhat agree | | 25.9% | 112 |
| Strongly agree | | 3.9% | 17 |
| | Total Respondents | | 433 |
| | (skipped this question) | | 8 |

## 12. My division shares knowledge and information with other divisions.

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 6.7% | 27 |
| Somewhat disagree | | 29.6% | 120 |
| Somewhat agree | | 51.7% | 210 |
| Strongly agree | | 12.1% | 49 |
| | Total Respondents | | 406 |
| | (skipped this question) | | 35 |

## 13. My work could be improved by information from other divisions.

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 2.3% | 10 |
| Somewhat disagree | | 13.6% | 58 |
| Somewhat agree | | 54.2% | 232 |
| Strongly agree | | 29.9% | 128 |
| | Total Respondents | | 428 |
| | (skipped this question) | | 13 |

40

**14. There is effective communication between the field offices and the Columbia office.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 26% | 107 |
| Somewhat disagree | | 32.3% | 133 |
| Somewhat agree | | 36.7% | 151 |
| Strongly agree | | 5.1% | 21 |
| | Total Respondents | | 412 |
| | (skipped this question) | | 29 |

**15. There is effective communication among the divisions within my hub.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 9.8% | 39 |
| Somewhat disagree | | 33.6% | 133 |
| Somewhat agree | | 47.7% | 189 |
| Strongly agree | | 8.8% | 35 |
| | Total Respondents | | 396 |
| | (skipped this question) | | 45 |

**16. There are effective channels established for communication among hub offices.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 9.7% | 36 |
| Somewhat disagree | | 34.4% | 128 |
| Somewhat agree | | 48.4% | 189 |
| Strongly agree | | 7.5% | 28 |
| | Total Respondents | | 372 |
| | (skipped this question) | | 66 |

**17. The downward flow of information is adequate in this agency.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 24% | 103 |
| Somewhat disagree | | 35.2% | 151 |
| Somewhat agree | | 35.7% | 153 |
| Strongly agree | | 5.1% | 22 |
| | Total Respondents | | 429 |
| | (skipped this question) | | 12 |

41

**18. This organization generally tries to keep employees well-informed.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 18.6% | 80 |
| Somewhat disagree | | 25.3% | 109 |
| **Somewhat agree** | | **46%** | **198** |
| Strongly agree | | 10% | 43 |
| | Total Respondents | | 430 |
| | (skipped this question) | | 11 |

**19. The goals of this organization are clearly explained.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 6% | 26 |
| Somewhat disagree | | 18.7% | 81 |
| **Somewhat agree** | | **53.8%** | **233** |
| Strongly agree | | 21.5% | 93 |
| | Total Respondents | | 433 |
| | (skipped this question) | | 8 |

**20. This agency's Vision for the Future has been communicated effectively to me.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 4.6% | 20 |
| Somewhat disagree | | 12.7% | 55 |
| **Somewhat agree** | | **50.8%** | **220** |
| Strongly agree | | 31.9% | 138 |
| | Total Respondents | | 433 |
| | (skipped this question) | | 8 |

**21. The mission statement of this agency has been adequately communicated to me.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 1.9% | 8 |
| Somewhat disagree | | 9.8% | 42 |
| **Somewhat agree** | | **51.2%** | **220** |
| Strongly agree | | 37.2% | 160 |
| | Total Respondents | | 430 |
| | (skipped this question) | | 11 |

42

| 22. This agency provides opportunities for training on communication topics. | | | Response Percent | Response Total |
|---|---|---|---|---|
| Strongly disagree | | | 11.7% | 50 |
| Somewhat disagree | | | 27.9% | 119 |
| **Somewhat agree** | | | **48.2%** | **206** |
| Strongly agree | | | 12.2% | 52 |
| | | Total Respondents | | 427 |
| | | (skipped this question) | | 14 |

| 24. DNR's upper management listens as well as talks. | | | Response Percent | Response Total |
|---|---|---|---|---|
| Strongly disagree | | | 28.7% | 122 |
| Somewhat disagree | | | 29.4% | 125 |
| **Somewhat agree** | | | **31.8%** | **135** |
| Strongly agree | | | 10.1% | 43 |
| | | Total Respondents | | 425 |
| | | (skipped this question) | | 16 |

| 25. The South Carolina Wildlife magazine is an effective means of providing information to employees. | | | Response Percent | Response Total |
|---|---|---|---|---|
| Strongly disagree | | | 7.2% | 31 |
| Somewhat disagree | | | 23.1% | 99 |
| **Somewhat agree** | | | **40.9%** | **175** |
| Strongly agree | | | 28.7% | 123 |
| | | Total Respondents | | 428 |
| | | (skipped this question) | | 13 |

43

**26. The DNR's news release packet distributed by e-mail is an effective means of providing information to employees.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 8.2% | 35 |
| Somewhat disagree | | 17.6% | 75 |
| Somewhat agree | | 49.1% | 209 |
| Strongly agree | | 25.1% | 107 |
| | Total Respondents | | 426 |
| | (skipped this question) | | 13 |

**27. The POP server is an effective means of providing information to employees.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 7.3% | 31 |
| Somewhat disagree | | 13.7% | 58 |
| Somewhat agree | | 51.1% | 216 |
| Strongly agree | | 27.9% | 118 |
| | Total Respondents | | 423 |
| | (skipped this question) | | 16 |

**28. Weekly staff meetings are an effective means of communicating with employees.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 11.4% | 48 |
| Somewhat disagree | | 25.2% | 106 |
| Somewhat agree | | 40.2% | 169 |
| Strongly agree | | 23.1% | 97 |
| | Total Respondents | | 420 |
| | (skipped this question) | | 21 |

**29. For a time, the DNR published an internal newsletter called the Natural News. Reestablishing an internal newsletter would be an effective means of providing information to employees.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 3.3% | 14 |
| Somewhat disagree | | 13.8% | 59 |
| Somewhat agree | | 48.6% | 207 |
| Strongly agree | | 34.3% | 146 |
| | Total Respondents | | 426 |
| | (skipped this question) | | 15 |

44

**30. I depend on the "grapevine" (informal chatting with coworkers) for agency information.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | ▪ | 4.8% | 21 |
| Somewhat disagree | ▬ | 11.1% | 48 |
| Somewhat agree | ▬▬▬▬▬▬ | 44.9% | 195 |
| Strongly agree | ▬▬▬▬▬ | 39.2% | 170 |
| | **Total Respondents** | | **434** |
| | **(skipped this question)** | | **7** |

**31. In this agency, formal communications, such as the POP server, e-mail, news releases, SCW magazine, SC Wildlife TV and monthly reports are ACCURATE.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | ▪ | 2.1% | 9 |
| Somewhat disagree | ▪ | 5.7% | 24 |
| Somewhat agree | ▬▬▬▬▬▬▬ | 63% | 264 |
| Strongly agree | ▬▬▬▬ | 29.1% | 122 |
| | **Total Respondents** | | **419** |
| | **(skipped this question)** | | **22** |

**32. How USEFUL are the following communication tools within the agency?**

| | Very useful | Useful | Somewhat useful | Not useful | Do not use this tool | Response Average |
|---|---|---|---|---|---|---|
| South Carolina Wildlife magazine | 28% (123) | 31% (134) | 28% (123) | 8% (35) | 4% (17) | 2.17 |
| Coast Watch newsletter | 10% (41) | 14% (61) | 19% (81) | 8% (35) | 48% (203) | 2.50 |
| Jocassee Journal | 7% (28) | 14% (58) | 16% (69) | 6% (26) | 57% (240) | 2.51 |
| DNR News Release packet | 16% (67) | 31% (133) | 27% (113) | 5% (21) | 22% (92) | 2.26 |
| DNR POP server | 26% (111) | 32% (135) | 23% (98) | 3% (13) | 15% (64) | 2.04 |
| DNR Web site | 29% (125) | 31% (132) | 23% (100) | 7% (29) | 10% (41) | 2.09 |
| | | | | **Total Respondents** | | **428** |
| | | | | **(skipped this question)** | | **8** |

**33. I get sufficient information about this agency's products and services.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | ▪ | 6.3% | 27 |
| Somewhat disagree | ▬▬▬ | 30% | 129 |
| Somewhat agree | ▬▬▬▬▬▬ | 55.6% | 239 |
| Strongly agree | ▪ | 8.1% | 35 |
| | **Total Respondents** | | **430** |
| | **(skipped this question)** | | **11** |

45

**34. I would like additional information about employee activities/news.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 1.7% | 7 |
| Somewhat disagree | | 10.4% | 44 |
| **Somewhat agree** | | 51.9% | 220 |
| Strongly agree | | 36.1% | 153 |
| | Total Respondents | | 424 |
| | (skipped this question) | | 17 |

**35. I am given the opportunity to learn about other areas of this agency.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 14.1% | 60 |
| Somewhat disagree | | 36.9% | 157 |
| **Somewhat agree** | | 40% | 170 |
| Strongly agree | | 8.9% | 38 |
| | Total Respondents | | 425 |
| | (skipped this question) | | 16 |

**36. This agency has good channels of communication that stimulate employee feedback.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 29.1% | 124 |
| **Somewhat disagree** | | 35.9% | 153 |
| Somewhat agree | | 30.3% | 129 |
| Strongly agree | | 4.7% | 20 |
| | Total Respondents | | 426 |
| | (skipped this question) | | 15 |

**37. I am given the information I need to do my job.**

| | | Response Percent | Response Total |
|---|---|---|---|
| Strongly disagree | | 2.6% | 11 |
| Somewhat disagree | | 17.5% | 75 |
| **Somewhat agree** | | 54% | 231 |
| Strongly agree | | 25.9% | 111 |
| | Total Respondents | | 428 |
| | (skipped this question) | | 13 |

**38. If you could suggest one way to improve DNR internal communications, what would it be?**

| | | | |
|---|---|---|---|
| | [View] Total Respondents | | 176 |
| | (skipped this question) | | 269 |

46

**39. Please share any other thoughts you have about communication within the DNR.**

| | | |
|---|---|---|
| | [View] Total Respondents | 106 |
| | (skipped this question) | 330 |

**40. What is your age?**

| | | Response Percent | Response Total |
|---|---|---|---|
| Under 20 years of age | | 0% | 0 |
| 21 to 30 years of age | ▮ | 12.2% | 50 |
| 31 to 40 years of age | ▮▮▮ | 29.4% | 121 |
| **41 to 50 years of age** | ▮▮▮ | 32.6% | 134 |
| Over 50 years of age | ▮▮ | 25.8% | 106 |
| | Total Respondents | | 411 |
| | (skipped this question) | | 26 |

**41. What is your sex?**

| | | Response Percent | Response Total |
|---|---|---|---|
| **Male** | ▮▮▮▮▮▮ | 66.3% | 267 |
| Female | ▮▮▮ | 33.7% | 136 |
| | Total Respondents | | 403 |
| | (skipped this question) | | 34 |

**42. What is your highest level of formal education?**

| | | Response Percent | Response Total |
|---|---|---|---|
| Some high school | | 1% | 4 |
| High school diploma | ▮ | 9.6% | 39 |
| Some college | ▮ | 12.6% | 51 |
| Two-year college | ▮ | 12.3% | 50 |
| **Four-year college** | ▮▮▮ | 35.2% | 143 |
| Graduate or professional degree | ▮▮▮ | 29.3% | 119 |
| | Total Respondents | | 406 |
| | (skipped this question) | | 31 |

47

### 43. Do you work:

| | | Response Percent | Response Total |
|---|---|---|---|
| Full time | | 94.4% | 389 |
| Part time | | 0.5% | 2 |
| Temporary full time | | 4.1% | 17 |
| Temporary part time | | 0.7% | 3 |
| Other (please specify) | | 0.2% | 1 |
| | Total Respondents | | 412 |
| | (skipped this question) | | 25 |

### 44. What is your division?

| | | Response Percent | Response Total |
|---|---|---|---|
| Executive | | 2.5% | 10 |
| Land, Water and Conservation | | 9.9% | 40 |
| Law Enforcement | | 33% | 133 |
| Outreach and Support Services | | 14.6% | 59 |
| Marine Resources | | 20.1% | 81 |
| Wildlife and Freshwater Fisheries | | 19.9% | 80 |
| | Total Respondents | | 403 |
| | (skipped this question) | | 34 |

### 45. How long have you worked for this agency?

| | | Response Percent | Response Total |
|---|---|---|---|
| Less than 1 year | | 7.2% | 29 |
| 1 to 5 years | | 17.3% | 70 |
| 6 to 10 years | | 21.7% | 88 |
| 11 to 15 years | | 15.6% | 63 |
| More than 15 years | | 38.3% | 155 |
| | Total Respondents | | 405 |
| | (skipped this question) | | 32 |

48

| 46. What is your position in this agency? | | Response Percent | Response Total |
|---|---|---|---|
| I don't supervise anybody. | | 59.2% | 234 |
| First-line supervisor | | 22% | 87 |
| Middle management | | 12.7% | 50 |
| Top management | | 2.8% | 11 |
| Other (please specify) | | 3.3% | 13 |
| | Total Respondents | | 395 |
| | (skipped this question) | | 42 |

49

## Appendix F

## Survey Forum Responses – Question 38

| | |
|---|---|
| 1. | get info to employees and from employees to Columbia without chain of command (we are not in the Army) |
| 2. | They need to quit being so secretive and explain the why of things. |
| 3. | Law enforcement news update every week or two on law changes,programs,etc. |
| 4. | checks & balances between the divisions to ensure accuracy in work |
| 5. | Every needs to be on the same page. |
| 6. | Allow for more field officer input when making policy/decisions. |
| 7. | send written material |
| 8. | Same rules for all employees across the state. |
| 9. | Every employee with a computer to access e-mail. ETC. |
| 10. | Strive for more communication and less intimidation by the Columbia office. |
| 11. | Why are the Captains, Majors, Sgts all driving un-marked trucks? Officers in the field should have these vehicles, not someone who drives to the Columbia office everyday. |
| 12. | A summary of what was done the week before just to let supervisors know what has or have to be done. And rumors are just. That. Rumors |
| 13. | Have meeting with the employees to know what is to be done the week of or before. |
| 14. | All DNR websites need to be more userfriendly. You should not have to search 5-10 minutes for something. It should be in everday common language. Esn. titles of documents. |
| 15. | Bring back Natural News. Produce an album of all personnel with photo, job location, what each does, how to contact |
| 16. | The truth |
| 17. | Let Columbia personnel go to the field offices and work for a couple of days and see what actually happens in the offices there. |
| 18. | To be aware that all are not computer literate and may need other ways of communication. To realize that there is alot of field workers that may not be being considered. |
| 19. | Get better communication from Columbia to District. |
| 20. | the truth |
| 21. | Get workers equipment that is needed! Money is in county funds but cannot access it. |
| 22. | Hub meetings |
| 23. | We need all the information to go up and down the chain without certain officers deciding what information should go up or down the chain.(Less yes man) |
| 24. | Newsletter |
| 25. | Teach and supply officers how to use a computer. |
| 26. | Listen, digest, keep open mind before making a decision. |
| 27. | Give out information at your most early time and not at last moment. |
| 28. | Upper management to listen to field officers instead of Lt. & Capts. That level doesn"t know. |

50

| | |
|---|---|
| 29. | Mandatory meeting attendance. |
| 30. | Mandate upper level staff to spend time with field officer level employees. IE. Patrol activity. |
| 31. | Administration get off soap boxes about their personal goals and accomplishments and reward employees for their work and not because they are "kissing supervisors butt" |
| 32. | Training in simple computer things like how to operate a computer if we had a computer. It is difficult to receive information if you have never used or owned a computer. |
| 33. | Upper level manangement (Columbia) needs to listen to suggestions from field officers. |
| 34. | All information needs to be channel down to the field. |
| 35. | Computers for all officers. |
| 36. | Need laptop PC's, need summons report forms on line, incident reports, all report forms on line or on CD's. |
| 37. | Teamwork |
| 38. | For anyone that speaks up or out against Columbia, there always seems to be reprecussions. This needs to change. |
| 39. | Have supervisor work with you at LEAST once a month. |
| 40. | Need to get papers out quicker, not after event has occurred. |
| 41. | When your told by supervision that politics won't play into promotions and when its all said and done its obvious they did. It kills moral!!! |
| 42. | I feel that Columbia upper staff only hears what they want to hear. They encourage feedback as long as it goes through chain of command in which it gets censored or filtered. I do hear that none of the four LE regions are working from the same sheet. Whats good for the goose... |
| 43. | Be honest and open minded. |
| 44. | Have a field officer, much like a Sgt. Major in the military report directly to the Colonel and/or the director. This person would not be under a Lt,Capt,Major,Lt Colonel's chain of command. This would allow this person to give timely, truthful, unfiltered and unjaded information to the Colonel or Director about Moral, opinions in the field with out fear(see39) |
| 45. | Quit worrying about losing turf and practicing isolationism. We are all on the same team. We just have slightly different jobs. |
| 46. | Any system that would promote open and honest communication where all suggestions would be considered by persons capable of working changes. |
| 47. | For officers with rank not to think that they are always right and that their way is not the only way to do things. |
| 48. | quit worrying about losing turf and practicing isolationism. We are all on the same team. We just have slightly different jobs. |
| 49. | Any system that would promote open and honest communication where all suggestions would be considered by persons capable of making changes. |
| 50. | Have a short and effective meeting each month with all employees to briefly cover what is going on in the DNR world. When people physically interact with each other they feel a greater accountability towards responsibilities (i.e. keeping each other informed) than when they read an e-mail. |
| 51. | There is to much distance between the levels of management. The agency has lost the "family" atmosphere. More social occasions so that we could get to know people within the agency. There is too much "rumor" and secretive management. There is never time to communicate! |

51

| | |
|---|---|
| 52. | Have an electronic bulletin board for current events and projects. |
| 53. | have the higher ups become better listeners and not second guess "lower level staff" on the decisions they make such as purchasing; stop the discounting and parental messages. |
| 54. | Weekly staff meetings or at least once a month would be great! In this office it is essential that all of us are on the same page and most of the time we are not even looking at the same book. Along with communication, it is important to be consistent. Consistency is key and in this office the supervisor has apparently lost those keys. |
| 55. | More frequent general staff meetings. |
| 56. | Have concrete lists of what needs to get done and back up plans as well to make sure work is getting done |
| 57. | Require supervisors to pass on information in a timely manner or be reprimanded. |
| 58. | In part I feel that we need to spread the work load back out a bit so that people actually have time to listen to one another, attend information sessions, or read distributed newsletters. Currently there is usually a succession of 'fires' that displace such activities. The result: you notice the May newsletter in your e-mail box as you are cleaning it out in August because there were critical issues at hand until you forgot it was there. |
| 59. | For lower management to stop being scared of disagreeing with upper management and thus for there truely to be open communication between staff and management at all levels. |
| 60. | Certain individuals could use a refresher (or basic) course in english. |
| 61. | I think we should have a brown bag luncheon internal seminar each week. This would provide staff with an opportunity to hear about research and projects in other labs. It would also provide a weekly forum for gathering and making brief announcements relevant to everyone. Everyone is busy here, but we all have to eat lunch and I think people would be available to take a short break and meet in the (newly remodeled) auditorium. (MRD comment) |
| 62. | Weekly meetings should be more organized |
| 63. | It would be nice to have more general satff meeting in which employees can ask questions. Unfortunately the communication at MRD stops at the Directors meetings, Very little information makes its way back to the employees. Usually when it does its through informal channels and is probably not completely accurate after its passed from person to person. |
| 64. | Better comunication between field supervisors and field staff |
| 65. | Disallow the "rumor mill" by making what is expected known to the employee and initiate consequences when what is known is disregarded. We have a mechanism in place for communication (chain of command/EPMS'), but so often rumors, personal feelings (the way "I" want it) and experiences intermingle with the chain causing it to be ineffective. |
| 66. | Supervisors need to listen to employees WITHOUT taking it as empty complaining. If there is a complaint, it is being voiced because there is a real problem. |
| 67. | Since I am in the field 90 percent of the time and seldom go to the office I do not get Information in a timely manner. I also work for two supervisors. One I very rarely see or get informantion from and when I do it is often late and puts me in a disadvantage in planning work scheduels. So many times it is not that informantion is not made available to me. It is that one or more of my supervisors are late in contacting me. |
| 68. | As a new employee, I feel that there is a vast resource of knowledge and information spread across the state in the form of annual reports, project reports and raw data. This is basically inaccessable. I feel that a searchable electronic database of previous reports, studies and data would be very useful to improve the future management of resouces by building on past knowledge and information gathered by the agency. |
| 69. | Some method of increasing communications between divisions should be devised. |

52

| 70. | Have the Deputy Directors communicate fully and honestly with key staff and hold them accountable if they don't. |
|---|---|
| 71. | I beleive the news letter would be a great way to improve the communications. I know a lot of people looked at it as a gossip tool, but I don't hear of deaths, births, etc of other employees, and lots of time people retire and I don't realize it until I go looking for them for an answer to a question. There could be information about our vision and what is planned for the future - like information on the cennential celebration going on. Most people don't realize that we are celebrating anything. |
| 72. | Maybe more awarness meetings to keep DNR employees informed and training classes. |
| 73. | Communication will always vary on the different organizational levels. Directors meet with one another, technicians do not. Agency wide meetings for field biologists or maintenance staff at the Webb Center or Marine Center during the week, like a professional society meeting (SC Fishery Workers Meetings) to see how their job is done in other places around the state would be good for moral and let people get to know peers in other Divisions. |
| 74. | A well maintained (timely and accurate) DNR Intranet (pop server) web site should be the primary location where staff can find information. The Marine Division currently has an Intranet site that is well maintained yet the primary DNR "pop" server is still not as informative as needed. |
| 75. | Supervisors in Columbia must get into the field more to be in touch with field staff. Supervisors do not have a clue what is really going on in the field. Field staff do not have a clue what is really going on in the Columbia office. The disconnect is real, it is typical of spread out organizations, but it can be overcome. Field staff are not going to be empowered to come to Columbia to learn about the agency and what administrators do and why they do what they do. Adminstrators simply have to have more face-to-face contact with staff in order to effectively communicate, and understand the realities, complexities, and difficulties of work in the field. |
| 76. | Get rid of Frampton and Mcshane |
| 77. | Stop sending us paper materials on information that you send us via email, it's redundant and oxymoronic, if we are trying to save money(ex. SC DNR vision). Just keep trying to make your employees happy. Please keep us abreast with what changes are taking place. Remember that although we are employees we are also constituents as well; and if we begin frowning upon DNR practices/procedures how do you expect us to provide a united front to the public when we as employees aren't happy w/ DNR ourselves. Why does WAL-MART do so well? It portrays the image that the company cares about not only it's consumers but employees as well. I have witnessed how some upper management do not care for my department, therefore me as an employee. It hurts my feelings b/c I enjoy coming to work, even putting up w/ the extremely poor pay, for an organization that doesn't even consider what I do as valuable. |
| 78. | Provide more avenues of input so that more ideas are developed, circulated, and acted on. |
| 79. | Possibly Regional Mtgs. where the different divisions and/or sections present projects (on-going or completed), focus area reports, possible creation of new focus areas, new properties purchased by heritage trust, or land management problems occurring in the region. These could be quarterly, semi-annual, or yearly. |
| 80. | Remove barriers to open discussion of ideas -- not just obvious barriers, but all barriers, including insidious "later-on" reprisals of various kinds. Yes, that's a nebulous statement, but i think we all know the good-old-boy system is alive and well, even though a bit better camoflaged now. Require senior staff to keep up with relevant literature and discuss it with their staff. Embrace progressive change in land and HR management practices and admit failures of the past instead of making excuses. |
| 81. | The DNR website and pop server could be better utilized to communicate what staff are doing. The challenge is to keep it up to date and formated-organized to be user friendly. |
| 82. | What communication? Very little information about the agency comes out of the 3rd floor. Perhaps it is not the 3rd floors fault but the information does not reach the lower level |

53

| | |
|---|---|
| | employees. We get more information concerning benefits and blood drives than we do about agency issues. |
| 83. | Inform all DNR staff of pertinent personnel changes or additions in Columbia office (i.e. Human Resources personnel, Accounting personnel, Purchasing, etc.) |
| 84. | Weekly updates as to division activities and upcoming local and statewide events. Give more warning of upcoming events and programs. I often get notice of an event or television program with only one or two days notice. |
| 85. | From my time here I think the established lines of communications are very well and helpful. |
| 86. | Encourage the cross training of individuals in among the varied projects of the division |
| 87. | Need better access to supervisor's supervisors. Need to make sure info is being passed up. |
| 88. | Have more buy-in from the staff; however, I am not sure how that could be accomplished. Sadly, we still have a handful of people in every division who are negative and refuse to acknowledge the positive activities going on in the agency. They are content to complain yet they never volunteer to help with anything that could help improve the situation. |
| 89. | Lets pick a primary source for delivering internal communications and make it more robust. I recommend directing all employees to the intranet for all agency info and have links to specialized areas, division info, hub info, monthly message from the Director, holidays, special emergency communictions, agency strategic plan (Vision for the Future)and updates, Jocassee Journal, Coast Watch (whatever this is), Wildlife Shop, employee benefits, training, hub minutes and activities, You're a Natural lottery winners, team awards, etc. The diffusion of info may be hurting us; a single web site could help unite us. Our excellent communications staff (SCW magazine, news, video) should be in charge of developing this site and making it fun and interesting to visit. Make it a common place for all staff to visit each morning while you drink your coffee to catch up on agency activities. Include a short summary of upcoming weekly events (blood drives, fund raisers, Wildlife shop sales, important mtgs, etc). |
| 90. | hold an employee accountable for passing on incorrect information |
| 91. | A true reorganization of the DNR with redefinition of both Divisional and individual job task. This agency operates more from a legacy perspective than from a functional perspective. |
| 92. | Managers should listen with an open mind to all employees and be receptive (not defensive) to criticism. |
| 93. | Staff in Cola. office are always made aware of changes in procedures, particularly with regards to purchasing, human resources, etc. long before it filters into the field offices or we hear it through the "grapevine". |
| 94. | Have weekly or bi-weekly meetings between different departments to discuss issues and share ideas for improvement. |
| 95. | Need better flow of information from the board the minutes posted on the web site are really the only way for rank and file employees to keep up with what is going on. Unfortunately the minutes are usually 3 months out of date when they are posted on the web. The deputy directors need to provide summaries of board actions to rank and file employees not just section leaders soon after each board meeting, at present this does not happen and employees are unaware of what is going on. For some reason there is a tendency by directors to limit information they provide thus the employee rely on the grapevine to keep up to date. |
| 96. | provide email access to all employees rather than depending upon supervisors to share information with employees without computer access. |
| 97. | Use email more effectively - answer emails when you get them (or within a reasonable time frame). Also, limit mass emails that don't apply to everyone (e.g., Columbia office stuff that goes to all field offices too, that is not applicable - need to make more discrete lists). |
| 98. | DNR could improve efficiency and reach more people by using teleconferencing, videoconferencing, polycom and/or webconferencing (desktop meeting). These technologies |

54

| | |
|---|---|
| | could reduce travel time and expenditures and could be used for much HR training, regulations changes, committee meetings and technical meetings. |
| 99. | Offer training classes at other sites around the state. Columbia is not the "holy" city! |
| 100. | Get news to the employees, before the grapevine, or water cooler conversations do. |
| 101. | For upper management to inform staff via e-mail concerning agency activities and/or new programs for example---TEAM DNR. It is hard for employees to promote programs to the public if they know nothing about them. |
| 102. | DNR does not use the Internet and Intranet to its full advantage. News and communications that go out of this agency use other means first and the Internet is only used as an after thought. We could use a news letter services through the email which would save time and money. Only print brochures and news items for those in the field who may not have access to the Internet or Intranet. All publications should be published to the Intranet. Each division should post on the Intranet their accomplishments and what they are working on. |
| 103. | Revamp the website to make it more user friendly. Also, more communication from the Deputy Director. Highlight those employees that are going outside the state to assist other states in a crisis/disaster. |
| 104. | Staff meetings that include all employees in an area to inform them of what is going on in the area/agency and to allow communication between co-workers to work out problems and to improve efficiency and workflow. Information often does not get passed along to workers outside of the management tier. A newsletter (even an email version) would provide information to all employees who may not receive the information from their supervisors. |
| 105. | Tell people how they can find out about present internal communications. I either have no access to or have not been told about everything mentioned except the website. |
| 106. | Make more of an effort to understand individual personalities and strengths. I have the feeling that DNR Employees are expected to be cookie-cutter images of one another, and in reality that just isn't true. Supervisors need to learn not only how to communicate with their subordinates as a group, but as individuals as well. I know DNR wants to present itself as a united agency with shared goals and procedures, but you have to deal with the reality that you have a diverse group of individuals working toward this goal. |
| 107. | More field visits by Executive office and Administration to field offices to promote awareness of local issues. |
| 108. | Update the web server and pop server regularly and routinely. The Human Resources stuff (for instance) is woefully out-dated. Links to related sites should be checked often and replaced when dead. |
| 109. | Better information from supervisors |
| 110. | Have no opinion. |
| 111. | In it's purest form (i.e., the transmission or flow of information), I'm not sure that internal communications NEEDS to be improved; particularly with e-mail, and competent staff, communication (at least within my division), we are all well-informed. In it's intended form (i.e., understanding the information transmitted), it seems universal that the upper tiers and lower tiers speak different 'languages', due to the different pressures that each group faces. At the lower end (where I am), we just want to be allowed to get our work done without the hassles of bureaucracy. From this vantage point, 'obstacles' that inhibit such progress seem counter-productive. Unfortunately, questioning the existence of policies that are interpreted as obstacles is seen, by upper level folks, as analogous to children whining. So, the only suggestion I can make is for both sides to detach their personal feelings and approach conflict resolution subjectively. As adults, we on the low end should be able to accept decisions and policy that are logical. As adults, upper level managers should be able to convey those reasons in such a way that scrutinizing adults can accept, for reasons other than 'b/c I said so'. |
| 112. | Automate more things that can be sent in electronically (i.e.travel expense reports, mileage |

55

| | logs, etc.). Create a "paperless" communication system like the new e-leave for all of the other "forms" we have in the agency. |
|---|---|
| 113. | encouraginf personell to share work with fellow groups rather than have a "this is my turf" attitude. Lessen the impulse to declare ownership of a project and resort to outside resources instead of seeking internal expertise. |
| 114. | Annual statewide meeting of all biologists to provide a forum for a mix of presentations from the various major subject areas. |
| 115. | Have the flow in information move both ways. The all DNR emails seem to be the best way to get immediate news to employees. |
| 116. | Direstor Frampton needs to stop micromanaging the agency. Trust your employees to do the right thing and to do their jobs. As an example, the edict to stop vehicle use, and thus curtain scientific sampling, was ridiculous. There was never a gas shortage in Charleston. We have duties to perform to fulfill the requirements of grants, including field sampling. If it costs a bit more to perform the sampling, we will work within our budgets to do so. Bottom line, if you don't feel that you can trust us to do our jobs, then something is very wrong, and frankly, the difficulty is not at the lower levels, but at the top. |
| 117. | Better use of intranet newsletters phone gang...... having a message put out to DNR employees by phone. There are services that provide this. brite ideas program from employees |
| 118. | Columbia staff should spend more time in the field with field staff routinely. Internal communication can only be improved with one-on-one face time, not more newsletters. |
| 119. | The news releases and other items are not automatically sent to all employees, only to certain employees. Why? That has always been the problem - only upper management is aware of what is going on in the agency. Those of us who answer the telephones are sometimes the last to know. |
| 120. | Make sure that when you get an e-mail, page, phone call, etc. from anyone with DNR that you respond promptly and not wait till it's convenient for you. |
| 121. | make it truely "open communication" rather than pretending we have it (upper management problems) |
| 122. | laptops w/ email access to field biologists |
| 123. | Staff meeting every other month |
| 124. | Deputy Director could provide a statement (weekly or bi-weekly) on his view of current division challenges (natural resoure, personnel, budget, intra-departmental) and our approaches to them. Our sense of team would be enhanced. The value of the "hub" system to the individual or the work group has yet to be explained. One cannot serve two masters. |
| 125. | Give up-to-date information about who is responsible for what within DNR. Possibly an on-going directory with changes, etc.,on-line. |
| 126. | We need More Computer Classes offered at the Local Levels. |
| 127. | I share info from many different sections of DNR, but that was only through one on one contacts. There are still many ongoing projects that I am not aware of. Hopefully the web page will eventually provide summaries of other projects. |
| 128. | Have the Director or Deputy Directors send out e-mail/letters to the employees as he did recently about situations going on within the Department on a weekly or bi-weekly time frame.That way we all have received the information directly from the top as it was said. |
| 129. | We use several channels to disseminate information, which means you need to spend the time to read them all in order to feel like you haven't missed anything. This sometimes feels like repetative reading, and in regard to time-management, I end up picking and choosing one or the other so as not to be neglectful of my office obligations. Perhaps a return to the "Natural News" as a common voice to highlight and summarize the overall agency news would be |

56

| | |
|---|---|
| | helpful. |
| **130.** | monthly newsletter with opportunity for employee comments/questions and answers. |
| **131.** | Suggest a series of electronic bulletin boards (legislative, rules, Heritage Trust, Hydrology, Climate, Geology, Jocassee, Executive Office, etc) where information is posted and updated on a regular basis - once a week, every other week or some type of schedule. Plus staff could post a question and then have a response posted. A number of times, a question is asked by one person that a number of people would like to know the answer. I feel this would be very benefical to keeping current and seeing the questions/answers of others - which could be useful in their job. |
| **132.** | Stop the perception that information is only made available to certain groups and/or selected personnel! Records may indicate that the information was given out to ALL employees which HAS NOT BEEN TRUE in the past! Employees are not ignorant, however, they are afraid to speak up for fear of getting a supervisor or someone above them in trouble! |
| **133.** | Provide logical, informed, and acurate information for the basis of the many "DNR policies" which are not characteristic of the remainder of state government. Stop micromanaging and empower staff to do their jobs. Second-guessing every activity, expenditure, travel request, etc. is very counter-productive to efficiency and morale. |
| **134.** | I would like to see some of the gentlemen that hold higher levels of employmnet than I to take a trip with me in the field on a regular day so that they understand that myself and my group have certian in order to do there job in ever changing conditions. I would also like to suggest that all marine vessels be required to be equipped with VHF radios. |
| **135.** | More effective distribution of minutes from Board and Advisory meetings, and Director's meeting in a timely manner. More effective distribution of purchasing and procurement policies. They seem to change over time and there appears to be a reluctance to document those changes and make them known throughout the agency. |
| **136.** | DNR Management need to keep supervisors informed on activities that effect employees (salary, moral, etc.). Some prime examples: The Career Path Plan, employee knew the prep work had been done, but we have only recently been informed of any information related to it in almost two years. Salary adjustments have been submitted with employees knowledge, yet when Management is approached and asked about them 6-9 months later, the only response is,"it has been sent upstairs, I do not have any information on it." WHY NOT. It makes employees feel they are not important. If nothing was going to be done, why did they ask for recommendations. |
| **137.** | 1. Exchange days-- A chance for employees from different divisions to visit and learn what other divisions are working on. 2. Natural News was nice but, only if it's sent by e-mail, no paper pubs. |
| **138.** | To really communicate. Don't just talk the talk, but walk the walk. Really listen to employees about issues and see if these issues are agency wide and put corrections in place not just bandaids. |
| **139.** | I think that people working on projects together need to work on our communication skills by remembering to tell people involved in the same project of major changes in the project, and to check back with eachother frequently. There have been several times that both myself and other staff in my office have been working on a collaborative project with another division, and someone from the other division failed to tell us of a major change in the way that they decided to do something that directly affected us. This caused major delays in our productivity. |
| **140.** | Upper management needs to listen to it's employees. Be honest, employees have been told countless thing that are not true. When employees feel that they can't trust the answers they get from upper management, it kills communication. |
| **141.** | Provide an agency-wide orientation to all employees that allows the opportunity to meet other staff in other divisions and learn about their responsibilities. This would begin to inform employees about the functions and abilities in the DNR. |

57

| | |
|---|---|
| 142. | Short departmental staff meetings on a more regular basis may be helpful. |
| 143. | A flowchart or organization tree for the each division so you can see who people are, where they work and who they work for. |
| 144. | We have been repeatedly told communication between employees and upper level management would be two-way and "open and honest". This is not the case. We hear nothing from our managers. We were promised monthly general staff meetings - never happened. Minutes of MRD directors meetings on the intranet are usually way out of date. Information that used to be made available to us is no longer forwarded - hard copy or email. |
| 145. | Be more personal. Why not advertise promotions, family additions, new hires, etc. I think this kind of information was published in the newsletter when it was alive. People seem to be a little stuck on "titles" around our agency. It seems that management feels restricted to talking to lower level employees. |
| 146. | Update the DNR Directory - with all the retiring, changing, and rearranging over the last few years, it's hard to know who's where and in charge of what these days. That information would be very useful, but needs to be updated at least quarterly so that it's reliable. |
| 147. | That employees have a chance to visit other departments within DNR. |
| 148. | Better communications between Fisheries and Conservation Districts. |
| 149. | Get it out faster, any and all means. |
| 150. | Information leaks out and goes through the gossip channel, things are so secret here, like only the clique can know stuff!! Favortism is a big thing, rules for one don't apply to the other people some people can break them one after the other. |
| 151. | Consistancy across all divisions of the agency concerning business practices. Also a monthly newsletter such as the Natural News distributed by email would be a great way of keeping staff abreast of ongoings. |
| 152. | Make advisory boards just that, advisory. If they did their jobs and only their jobs and the department wasn't scared of the sitting board we as a department would be better off. |
| 153. | Send a synopsis of deputy director meetings...each division reports there |
| 154. | I feel like we need to be less possessive of projects in our division. |
| 155. | Improve Columbia's method of communicating. WFF e-newsletter that is better than this cut and paste monthly report. Have pictures, show what has been accomplished. |
| 156. | Overal communication is good within my division. Do not know what more could be done at this time. |
| 157. | Establish a clear hierarchy for the divisions in the agency that is apparent. Establish defined SOP's for information exchange and communicate these to everyone and insist that they are enfoced (reduce favoritism) Offer new employees more than a benefits orientation but rather an agency orientation that gives a complete breakdown of the hierarchy and general operating procedures. |
| 158. | Only meet when necessary. Standard weekly staff meetings are often unproductive as there is not enough information to disperse to warrant the meeting. |
| 159. | Intranet (Agency wide) electronic news format |
| 160. | Provide direct answers to questions raised in staff meetings. The answers don't have to be supplied at the staff meeting ( I am sure some take some thought) but the question and answer could be published via pop server or email. When answers to questions are not supplied, the rumor mill creates them. |
| 161. | I think the DNR communication is good in the OSS divison. |
| 162. | Listening better to field staff |

58

| 163. | Bi-annualy State wide staff meetings. IMPROVE MORALE!! |
| --- | --- |
| 164. | Respect the voices and opinions of the employees in the field. |
| 165. | Hire more secretrarial staff to reduce administrative duties of supervisors so they can plan, lead and communicate. |
| 166. | More efficient meetings, announcements through video cam and modern technology. More back and forth instead of down the chain of command. |
| 167. | Post an on line calendar that would show times and places of all meetings, events and activities taking place through out the division. |
| 168. | It seems there are still barriers between Divisions that hinder good communication. Almost a territorial environment that harbors distrust, which obviously stops any progress of greater communication. And I wish I had a solution to that serious issue! |
| 169. | Many employees within one division do not know what the other divisions do. Need to be able to inform and communicate what our different divisions do so all staff are informed. |
| 170. | Communications needs to be a two way straight. Hello, is anybody listening? |
| 171. | It would be nice to have a general mission statement from each division and section. |
| 172. | Electronic bulletins are a good source of information. I do not believe that employer to employee communications should be in a magazine first. Personal messages from he director, like the gas-shortage one, work well, clearly communitcates the agencies direction, provides explanation, asks for help and show he cares. I'd like to see more of that support and communications. |
| 173. | A list of each employee and what they do. Most of my work involves communicating with the public and years ago when the agency was smaller or more in touch it was easier to keep up with who does what. But with new projects and constant turnovers it is difficult.The "spotlight" section in the magazine is good but there are too few spotlights! Also, we all represent this agency and are often asked questions we don't know. This will happen. But when new Laws concerning our agency are passed we need to know them. I know they are sometimes on the web site, but most of us don't have time to surf the net. |
| 174. | Honesty, less drama, more facts, consistant and timely decisions. |
| 175. | Have 1 major way to disseminate information to all DNR and make sure all employees know what they method is whether it is magazine, pop server, etc. Just make sure that there is one way and that all employees are aware of that one way. |
| 176. | I feel that the Agency Director relays information to the Deputy Directors and some of the Deputy Directors relay it to the next level and then information is hardly ever effectivley communicated to the next level (usually there is gossip). I have been in my position for a year and I have never had a staff meeting with my supervisor. Staff meetings may be a place to start. We are so bombarded with e-mail that one rarley has time to read them all (plus everyone does not have e-mail) and face to face communication usually stops the flow of rumors. |

## Survey Forum Responses- Question 39

| 1. | It's OK |
| --- | --- |
| 2. | Have meeting with our DNR employees and other branch. |
| 3. | POP server could be more userfriendly, easier to find and retrieve info. you're looking for. |
| 4. | Communication will never be the tool for increasing moral at this Dept. |
| 5. | The top only hears what they want too. We need more upper level personnel to take astand and fight for their officers. Controversy is feared I believe. Dicipline and fitness needs to be |

59

| | |
|---|---|
| | improved. I need to know that my coworkers are able to get to me and get me help if needed. |
| **6.** | When hiring upper level staff consider field experience and communication problem will be better. |
| **7.** | No upward mobility opportunities except for "special" employees |
| **8.** | Say what you mean and mean what you say. |
| **9.** | Not everone has regular internet access. |
| **10.** | of retribution as is the case now. If the truth is wanted, try this. |
| **11.** | Would like to get adequate information about what goes on in other divisions. Big problem with communication between the field offices and the Columbia office. SC Wildlife magazine is by far the best thing in this agency. |
| **12.** | Honest communication is discouraged unless you know the other person. |
| **13.** | Honest communication is discouraged unless you know the other person. |
| **14.** | I feel, as an hourly employee, that I am not valued as much as a "real employee" and therefore I am not kept in the loop in regards to department and agency information. I feel that I could excel even more in my job if I was as well-informed as an employee with a permanent job. |
| **15.** | In the early days you were given the opportunity to spend time (1 day) with other projects so that you knew what was going on. The agency has become so short of personal there is never any time to get to know the other people in the agency. Socials are almost non-existant. You were also able to attend meetings "outside" the agency with other states in your field. This networking was of great help especially if you work in a field that is rather unique. |
| **16.** | We never know what we are suppose to do, due to the inconsistency directly from our supervisor. In this office especially, we have to make sure that the law is followed and certain licenses are issued according to those laws. It seems that the only thing our supervisor is consistent about is being inconsistent. |
| **17.** | I would like to see Human Resources personel stationed at MRD. |
| **18.** | Supervisors should not talk down to employees, especially when others are present! That goes without saying but apparently needs to be said! |
| **19.** | Rather than sneaky tactics such as holding useless meetings after decisions have been made and plans implemented, have meetings prior to major decisions and let employees have a say in agency matters! |
| **20.** | I dearly love SC Wildlife Magazine, but have never thought of it as a mechanism for internal communication. Also, frequently I do not have time to look at mine when it arrives and I may stockpile several months worth before scanning them for articles of particular interest. This is not how I try to handle a document that is intended to keep me abreast of important changes and information about DNR. |
| **21.** | I really don't like being talked down to by the Director, or anyone else for that matter. Being told that there will be no "rumors, innuendos", etc. is demeaning and effectively generates an atmoshere not the least conducive to asking questions. I feel that there is a huge disconnect between those managers in Columbia and the worker bees at MRRI and I place the blame squarely on John Frampton for creating the conditions I related above. |
| **22.** | I think the administration is trying, but we really don't get a chance to see the "greater vision" of the agency often enough. We are all fairly pigeon-holed within our project. (MRD comment) |
| **23.** | I believe the agency is too secretive about issues that face all employees. For example intead |

60

| | |
|---|---|
| | of having a full staff meeting regarding TG employees migrating over to FTE positions, the meetiing was for these employees only. This created fodder for the rumor mill and the conspiracy theorists. It caused some hard feelings. Also it would be nice to have staff meetings that focus on the positive changes that have occurred over the last 12 months. I have heard of a dozen promotions/pay for performance raises through the grape vine. I have heard of a couple $1000 one time bonuses. Instead of celebrating this as a wonderful success it becomes a big secret. Its too bad. This is an opportunity to announce something positive. It could be done in a general way without disclosing names. As far as the promotions everyone knows about that anyway. Why not share good news as well as bad? |
| **24.** | upper management nedds to meet with field staff on a one on one basis |
| **25.** | Positive communication is a must from the employee stand point and the supervisor. This survey focuses a lot on the supervisor's responsibility to effectively communicate, but it's a two-fold responsibility. If an employee disagrees with what is expected of him/her, that employee should be professional enough to communicate their disagreements with their supervisor instead of discussing their disgust, dislike, or anger to other staff. When an employee negatively communicates an opinion or feelings to other staff, it generates division. Also, all employees should practice discretion, which will prevent rumors. |
| **26.** | I do not feel that my experience, knoweledge and input is of any value to my supervisor. I certainly have been made to feel that way on several occasions. |
| **27.** | Magazines,news releases and newsletters are fine if they reach you in a timely matter. Often times the public has this information before I do and when I am questioned about changes I can not give an informed answer. Weekly meetings take me out of the field and away from my assigned work. I think a supervisor could pick up my mail and meet me at least once a week in the field and keep me posted on issues I need to know about |
| **28.** | There needs to be more effective communication between divisions on "watershed-related" issues; i.e.hydrology, water quality, habitat, pending permits, etc. |
| **29.** | I rarely know what's going on in my division unless I just happen to hear something mentioned by another co-worker. |
| **30.** | Communication in my Section is great, however, beyound that is appears to increasingly break down the further up the ladder you go. Communication between my division (WFF) and LE is pretty good. Communication with the other divisions is not good. |
| **31.** | No! I ain't talking to you!! |
| **32.** | The increased use of the Intranet and electronic communications are critical to better communications within DNR. However, these information dissemination tools are useless if upper level administration, procurement, grants, etc. do not take the time and effort to create clearly written statements, policy documents, and standard operating procedures manuals. |
| **33.** | Communicating chaos is what we typically do. Good example, I've seen a 1,000 times. A clear communication starts at the Directors office and moves clearly through Deputy Directors and Chiefs, etc. down to the project or unit supervisors. Where these people tell thier subordinates that they don't like nor agree with what they are about to communicate, but here it is . . . ! Ineffective communications create havoc, cause chaos and destroy morale. This agency historically has put information processing on equal footing with communication. The 2 are not the same. Passing on information is giving out. Communicating is getting through. Keep up the good work. I like the survey, and hope it promotes improved "getting through." |
| **34.** | I would like to know what types of PR practices do we actually engage in? How can one better communicate to the public what we do when I am not allowed or unaware of what I am allowed to say? Constituents and others WORLD WIDE have contacted our department and have given extremely positive feedback for the work we do here at SERTC. How can our PR personnel convey to the public so that they are aware of what we do here? |
| **35.** | Develop informal and formal lines of vertically upward communication. Good ideas don't just |

61

| | |
|---|---|
| | develop at the top. |
| **36.** | It is not open. |
| **37.** | Staff recently began receiving minutes of the regular meetings of the Deputy Director's - that was a positive and useful step for better internal communications. Similar sharing of summary information could be helpful at other levels....perhaps a regular sharing of summary information from the regions/hubs... this may already exist in the from of our monthly report of activities that we provide to the Board. I've never seen this monthly report in it's final form so I don't know how useful it would be for staff but it might be worth posting on the pop server. |
| **38.** | We need a lot more communication. |
| **39.** | From the perspective of the field offices, communication from Columbia office is limited to e-mails directed at "All DNR". However, with the numerous personnel changes within Columbia office, little to no communication is given to the field. For instance, several new Human Resources personnel have been hired with no word given to the field offices of these changes or their job duties. The first notice I got was an e-mail from a new person's name sending the job postings. Do you expect us to assume this will now be the contact person for job postings? Accounting personnel changes have also made it difficult for those of us in the field to know who to call. Even if we stumble upon the right person, the DNR phone book shows a number for that person when they were in a different division. It is most frustrating to try to get information after making numerous long-distance calls before I stumble upon the right person. These are divisions of the Department that all employees need to know the correct person to contact. How difficult is it to send an e-mail introducing yourself, giving your contact information and stating what functions your job covers? Can you imagine how the lack of pertinent contact information makes the field office personnel feel, especially when it is my job to know these contacts? INSIGNIFICANT. Fortunately for me there are personnel within my division who were brought up-to-date and then provided me with the correct information. Too bad it doesn't come directly from the source. |
| **40.** | Please continue in it's development |
| **41.** | There is a huge division between those in the top positions with a few exceptions) and those who are in the trenches doing the leg work. It is difficult to command respect for those in the highest positions since they are inaccessible, unapproachable and do not know the art of listening and respecting the people who work for them. The discord and low morale felt around the agency starts at the top levels...if you can't respect those who are in authority then you can only expect to have bitter, burnt-out individuals representing this agency. |
| **42.** | Just because people are not hearing what they want to hear does not mean we are not communicating. |
| **43.** | Minutes of all Board meetings, Deputy Director meetings, Hub Coordinator meetings need to be shared with all staff. Possibly posted on the new and improved intranet site. Progress on the Vision needs to be monitored and presented to staff on a regular basis. |
| **44.** | I had never even HEARD of the DNR news release packet until now. |
| **45.** | Get direct feedback from lower level employees |
| **46.** | I feel that many of the communication (and other) problems that we face in this agency result from hold over (legacy) organizational structures and policies. It is not that the lines of communications are not available from the top down through each Division; it is more that the cross linkages are not understood or, in many cases, seen as necessary. I feel that I am probably better informed than many just because I have to seek information out in order to do my job. No one wants to address what really needs to happen which, in my opinion, is a total reorganization of the DNR and removal of redundancy and cross-purpose policies that exist. In many ways, we still operate as four agencies. There seems to be a lack of understanding of what a DNR really should do and how the component parts lead to a comprehensive policy toward natural resources conservation and protection. From my supervisor I get pretty good direction on my specific job duties but I can not name one overarching policy of this agency toward natural resources. That is why communications are |

62

| | |
|---|---|
| | less than optimal. |
| **47.** | There seems to be a lot of "secrets" that we find out about anyway. Why not be more open with good news, bad news, any news. We often get no response, or a delayed response to requests. An immediate reponse would help (e.g., "I have received your request for travel (or whatever) and am considering it. Here are the problems I see....I need clarification on this item before a decision can be made....". All communications should have a time/date stamp for each office it passes through. |
| **48.** | Another example of bad communication is that the logic on travel approval is less than apparent. Thus employees submit travel request with no real expectation of what will or will not be approved. The common response is John doesn't feel that the travel is necessary. Well what does he feel is necessary, is he informed enough to understand what meeting are important for the many professional disciplines within the agency? I doubt it. Some guidance would greatly reduce requests that have no chance of being approved. In addition, if there is a goal for the reduction in travel it might make more sense to tell each employee this is what you spent on travel in year X we need to reduce travel by 15%. Thus you can travel as appropriate within this bubgetary constraint. |
| **49.** | As a relatively new employee who may not have complete information or be thoroughly exposed to the agency, thus far I am very disappointed with internal communications in DNR. External communications seem to be good with the exception of regulations being too complex for the public. Being in a remote field office, I recieve some email communications, but other field staff without email are completely excluded. It appears that HQ administration covets information rather than sharing information. Not sure it this is a lack of trust or a power issue or just complacency?? |
| **50.** | The SCDNR website is not very good as compared to other state DNR websites but it has been improving. Continued improvement and seachablity of the website will greatly improve the distribition of information. We often have to work hard to find and get info from the web site. Often the HR related info (on pop server/memos) leaves as many questions as answers (poorly written communications and communications sent out before applications are up and running have caused some confusion. There's also conflicting info sent out from Cola office. |
| **51.** | We need an employee picnic once a year, where we can meet other employees. |
| **52.** | Employees need to learn more about the other divisions within DNR. There seems to be segmentation in the agency. Columbia employees would benefit from visiting and learning about the four regions and Charleston and vice versa. |
| **53.** | Need public relations support to promote programs for constituents |
| **54.** | Highlight an employee/division of the month to explain what they do for a living within DNR. This would help acquaint the staff of each division. |
| **55.** | Mostly those in the management positions get information as to what is going on in the agency. Not much information is passed between divisions and it would be good if all employees knew more about what happens in other divisions to see how their job relates to the agency as a whole. This would improve morale as well as it will make employees feel as they are a part of the agency. |
| **56.** | Within my division, consistency in procedure is a problem - people are expeceted to do a little bit of everything. Unfortunately, when you dabble in a lot of things, you don't become proficent at any of them. I understand that cross-training is important, but supervisors need to understand two things: First, you can't expect one person to do everything, and second, that you have to work with people's strengths. |
| **57.** | There is a disconnect between Columbia and local offices. |
| **58.** | None. |
| **59.** | Other than the comments above, I was wondering WHY revision of the mission statement and vision of the future was necessary? I began work here 5 years ago and I really don't see how the new documents change anything. As an external document, it seems to me that |

63

simply highlighting the accomplishments of this agency's research, outreach, and law enforcement efforts would be sufficient to convey to legislators that we are doing our jobs. This process would've taken considerably less time, money and effort. As an internal document, I am lost as to (1) what has really changed and (2) HOW the agency plans to make me a more honest/accountable person than I was before I came here. I spent 4 years at and graduated from a military college with perhaps the strictest honor code in the country, and there were still young adults there that couldn't be 'molded', even under the strict regimens that were allowed to be practiced there. Zero tolerance for dishonor was the solution; it got rid of bad apples, but in the end it may not have changed the behavior of those expelled. I noticed a similar inability to change long-standing personal characteristics when I first came to work here five years ago. Although we tout ourselves as the 'stewards of natural resources', we draw our employees from the same social pool as all other employers; thus, not all employees actually care about natural resources, as reflected in the fact that not all SCDNR employees recycle, and some might even litter. Ironic isn't it?? I guess what it really comes down to (at least with respect to recyling and litter) is that some people chose this agency because they are passionate about their work (particularly researchers), work that cannot be duplicated elsewhere in the state, while for others, who sought employment with SCDNR not out of love for natural resources, but simply b/c it is just a job. With regards to the former, they will do the 'right thing' simply b/c it is the right thing. With regards to the latter, there needs to be discipline for infractions. Clearly theft should not be tolerated, but what about actions that are in direct contrast to our 'stewards' policy? I don't think somebody should be fired for not recycling, nor receive a bonus for doing so, but where the public perception is at stake, shouldn't we actually be leading by example rather than just suggesting, through glossy exposures, that we do?

| | |
|---|---|
| **60.** | Decisions are often made in Columbia by the higer ups without valuable input from the field personnel. It's OK if they don't follow the field staff recommendations, but it is NOT OK if they don't even know what these recommendations might be. |
| **61.** | In our section, managers are empowered to reach goals set forth in section-wide priority plan. Agency directives often preclude us from fully reaching our goals because from a division standpoint we are not allowed to make pertinent program decisions, e.g. hiring replacements, fund allocations, expenditures. Intra-division communication has improved with the HUB approach. |
| **62.** | Since the minutes of the Board meetings are available to the public upon request, why are the minutes not distributed to all employees by e-mail so we can be aware of what is going on in our agency? Also, why not provide the minutes of the Advisory Board meetings to the employees? |
| **63.** | I understand the Web page is being updated and made more user friendly. Hopefully this is taking place as I have received several calls from both citizens & legislators saying they can't find the information they need easily on the DNR Web page. We are suppose to be a public friendly agency so we need to make sure the Web page works properly to help us be public friendly. |
| **64.** | only small portion of DNR has been always emphasized though they don't truely represent this agency's total activity |
| **65.** | cell phones: great idea |
| **66.** | The DLEO program needs to coordinate and communicate much better than at present. I have very little supervision and guidance with the program. It is probable that Law Enforcement could use DLEO more than at present without disruption of daily duties. |
| **67.** | We need more Good Press |
| **68.** | Need to update all communications equipment within the department from computers to new radios using funds that are available especially grants.... |
| **69.** | Carol has started posting the Deputy Director's meeting minutes. I find this helpful in keeping in touch with the ebb and flow of "Upper Management" decisions. Otherwise, the "Grapevine" gossip seems to be the only way to keep abreast of what new directives may be |

64

| | |
|---|---|
| | headed our way. I would also like to compliment John on his use of direct email communiques to keep us alert to issues affecting our agency, as for example his most recent email concerning the gas shortage. |
| **70.** | List of individuals with specific topic(s). Post this on the POP server so that an individual can find out quickly who can answer questions related to a topic. Examples: Topic - Shrimping; Contact Person - XXX with phone number and email address. Would be helpful to DNR employees and to better serve our consitutents. Topic - Heritage Trust/Property Management; Person - XXX I feel this would help everyone, new employees especially, but others as well. |
| **71.** | Monthly staff meetings should be required and information passed to employees as well as employees reporting on progress. |
| **72.** | We are in our 100 YR CENT.Celebration and many employees are working hard on committees, etc, however, some employees in the field have questioned what is going on and maybe this would be a GREAT WAY to kick start a new communication strategy. Sometimes the simple things mean more to an employee coming from the Director or DD rather than an employee hearing it from another employee as if they were left out again! |
| **73.** | Honesty, follow-up and accuracy would be refreshing to employees and when dealing with the public. |
| **74.** | Policies & procedures need to be in writing especially from procurement and accounting. These policies and procedures seems to change day to day and employees don't know that these polcies and procedures have changed until they try to process something through the system. It becomes very frustrating that the left hand doesn't know what the right is doing and you are caught in the middle. |
| **75.** | We have had a lot of problems lately in figuring out what is going on with the status of major decisions, particularly the hiring of personnel. Our office has had several vacancies open for nearly one year (or in some cases even longer). When the deputy directors have informed our office of the status of filling the vacancies, the answer is always the same "It's in the pile". We have no idea of how long these things will take, and we don't know what we should do to take temporary measures to do our jobs in the meantime. Decisions such as hiring temporary help or modifying our work activities are difficult to make when we don't know if a job will be posted in a week or in three years. I wish that we could have a better idea of the administration's plan (and human resources' plan) for the time frame for filling these positions. Our decisions are often based upon speculations and guessing rather than knowledge. I hope that things will improve when we complete the DNR vision for the future action teams, but at this point, I really do not think that the upper management listens very well to its employees. There are a number of issues that all of the biologists I have interacted with seem to be in total agreement upon, but the executive office, does not seem willing to consider their opinion on the issue. |
| **76.** | Create some type of survey to identify what are the needs of the employees. |
| **77.** | In terms of internal communications, there should be a program in place that is committed to ensuring that employees are provided inforamtion about the agency and its operations. Currently, internal communications seem to be left to individuals/programs and most employees are unaware of the many things going on (especially positive things) in the agency. |
| **78.** | I do not know anything about what the Land, Water and Conservation District folks do within my Region. Would like better communitcation with that Division. |
| **79.** | Communciation in MRD is non-existent |
| **80.** | I (and everyone else) hear lots of talk from the upper management. That's really all it is, just talk. In my opinion we don't really have any leaders in this agency, just a bunch of talkers. Leaders inspire people and make them proud and excited to work here. Leaders DO things. There must be a purpose behind communication or it is worthless. Until real issues are actually addressed (and by this I mean actual action is taken to solve/improve these problems) within the agency: Employee Retention, Salaries, Career Paths, etc, most of the |

65

| | |
|---|---|
| | employees will simply do what we always do... Nod politely, smile, and mentally ask whomever is doing the yacking this month to pass the 50lb bag of salt! |
| **81.** | My supervisor shares with me what she hears about what's going on in DNR. But many times we're both at a loss because word doesn't get down here. She's in charge of the DNR Internet Redesign, and I'm helping with that. We desparately need up-to-date information to put in the new web pages, and it's really hard to come by. Knowing who to contact is sometimes quite a challenge, so a new DNR directory which includes organizational information would really help. I'm probably biased, but I believe the DNR website can be an effective way for us to keep up with what others in DNR are working on. Meetings tend to get dry and seem to take time away from one's schedule just when it's most inconvenient. When a question comes up, checking the web would be a quick and easy answer. The key to this is for everyone to realize that their info on the web is only as good as they each make it - we can't devine this stuff out of thin air. Everyone's got to be proactive for this to work well. Beyond that, I think e-mail is a pretty good way to desseminate information. It's a lot quicker than a meeting, and if I have a question, I can contact someone. If it's something that doesn't effect me or that I'm not interested in, I can just file it. I appreciate the Director and Deputy Director meeting with us occasionally when something of general importance is happening. But too many meetings can be a real waste of time. Thanks for doing this , and good luck sorting these answers. Hope I've helped! |
| **82.** | #28 I am in a field office. Don't have access to weekly staff meetings. |
| **83.** | The only thing I can share about communication within DNR is there is NONE!! |
| **84.** | Since I came to DNR the only major problems I have faced is due to communication. DNR Management seems to be trying to address these issues which is great. But, a lot of the issues evolve on a lower than management level. It seems to me that the group trying to resolve some of the communication issues, should consult with staff who battle these issues daily. |
| **85.** | Tools-except for the magazine, pop server & web...I don't get the other tools |
| **86.** | I am out of the office a lot in my job. I still notice a bit of "Turf defensiveness" & sometimes I am purposely excluded from projects. |
| **87.** | there is no communication within the DNR. We are told not to "rock the boat" or "make any waves" or we'll get shut down. If anything, we are encouraged to keep to ourselves, keep quiet, and don't talk to anyone or you'll get fired. Sure there are training opportunities in Columbia, but there is no money to travel. If we want to take annual leave and use our own vehicle, we can go up there, but we've been told time and time again that no travel will be approved unless you are in an upper level management position. |
| **88.** | I am in the WFF division but I am stationed in Charleston. I have access to the MRD Intranet and all the MRD emails. They are more effective in communicating information to their employees. I get information about what is going on from them and I never get the information from my hub coordinator in Columbia. I have no idea who is in or what goes on in my division outside of my immediate working group. Our work is never included in the monthly report. We have to write a monthly report never to see it communicated to the others in my division. The work and effort of the WFF coastal biologists are poorly disseminated throughout our division. After working here four years in the same position, I had to email Columbia and ask to be on the email distribution list so that I did receive the emails that were sent out (few and far between). |
| **89.** | Best form of communication to reach a large audience is through email. It gives the informant the opportunity to carefully select his words and the message is the same to everyone. |
| **90.** | E-mail is a wonderful tool, but sometime I think it would be benefical to either discuss the topic in person or at least by telephone. |
| **91.** | We need an updated directory with the persons job responsibilites listed..... |
| **92.** | Many times it is not the supervisor's fault that communication from the upper level in |

.66

| | |
|---|---|
| | Columbia is not relayed to the field because he is not properly communicated to. That made some of the first few questions hard to answer. Input from the staff level needs to be obtained before major decisons are made by committees who do not know the mechanics or logistics of field operations. Things have changed (for the better) since many of the supervisory staff in Columbia were in the field. When you communicate with staff on an issue, follow through with it in a timely manner. |
| **93.** | I hear the most confusion and resentment about information coming from upper levels of DNR and upper levels of MRD. It is often confusing, changes rapidly, not well thought out, lacks all the details needed, etc. This generates problems for staff trying to follow directions or get things done. |
| **94.** | I know I should have more staff meeting but it is hard to cover the window and the phone and have a meeting. I will work on having more. |
| **95.** | IMPROVE MORALE!! |
| **96.** | We need to break down barriers between divisions. Maybe each HUB should have one person who acts as an Assistant Chief who works with all of the divisions in that unit to bring them together. This person could schedule work days, etc, communicate effectively and efficiently joint projects, etc. HUBS also need more secretarial help. The biggest breakdown is between Columbia and the Field. If supervisors had more administrative help, they could communicate more effectively. |
| **97.** | Post a "who to call for what list" and or frequently asked questions. Procurement issues Leave Mail service Telephone service e-mail service Uniforms ID badges All new hires, full time, temporary, part time should be introduced with an e-mail providing what their position will be, supervisor, phone number, e-mail address, room number. |
| **98.** | Utilize the POP server (DNR Intranet)more to provide up to the minute news and info on agency matters. SC Magazine, newsletters have too much of a time lag for some information. Could use the server to provide small bits of info that would inform staff what all divisions are doing and current issues facing the agency. |
| **99.** | When employees ask questions they should receive honest answers not evasiveness. Employees should not be denigrated for gossiping when that is the only source of information which is often the case. The top needs to listen to questions and comments from those in the trenches. |
| **100.** | What we're supposed to be doing and what we actually do sometimes do not jive. That is very difficult to explain to the public and our partners. If we're not doing the job, we shouldn't say we are and remove it from the mission statement/job description. BTW, my own job description needs updating desperately!!!! |
| **101.** | Weekly staff meetings may be too frequent. Electronic bulletins are a clear way to communicate. Would have like to seen some N/A choices on the survey. I do not get new releases or some of the other publications mentioned so they are not distrbuted to the broad DNR pool. It's not that I don;t use it as they are not available to me. |
| **102.** | There is a lot going on in the agency and we are such a diverse group that it is difficult to keep up with every project and with every aspect of the agency. I find the webpage very useful and, in particular, the NEWS releases. The magazine is also great. |
| **103.** | There are means of communication that all of us are not included in such as press releases. E-mail has greatly increased the communication within this agency. But face to face meetings are the best way to communicate. We are lucky in my section that we have a staff meeting every other Monday after the directors meeting to be kept informed on what is going on. If needed we have them every Monday. If all of us are going to be going in different directions we will have a short meeting to be sure everything is covered as well as ample coverage of phones in our offices. With so many people leaving and none of the jobs being filled as yet our staff has been cut in half. We couldn't function if we didn't have good communication within our section. |
| **104.** | It could be better, but who is avaiable to make it happen. We can hardly be effective |

67

| | |
|---|---|
| | communicators with the general public due to a lack of time, personnel and message, so who should be suprised that we don't do that great inside. The most effective tool relies on friendship and personal relations with individuals who actually know something. |
| **105.** | Require supervisors to have staff meetings. It is impossible to be effective without them. My supervisor goes to staff meetings and we hear about things in the 3 meetings we have per year. This is not productive. At least once a month would be most helpful. |
| **106.** | I feel folks without computers and in the field are totally left out of the communication loop. |

Appendix G

Focus Group Observations and Comments

# General Comments

There's probably not a person in the field that doesn't know that our mission is resource management. There's probably only about 20% of the people in the (Columbia) office that realize our mission is resource management.

Good or bad, there's always been an us (field) and them (Cola office) mentality.

One of my pet peeves is to find out that there are brand new people (in the DNR) who are sending out important information and we don't get introduced to them, not even by e-mail.

As a new field employee, I have run into continuous and constant problems figuring out standard protocol for primarily administrative functions like purchasing...or just the organization and some of the areas up there that we have to work with...

How we have to do business causes more consternation and conundrum than anything else in our agency, be it purchasing, personnel or newsletters... now that we've regionalized there's another layer.

Training is dropped by the wayside when there's other work to be done.

Every training class I've signed up for so far, every HR class I've signed up for, has been canceled. I've signed up for five, I think.

Temper orientation/training length with the need to have an employee out in the field performing their job.

I'm real interested from a personal perspective about the major issues that John Frampton deals with.

It's a perception of most people in the field that your ideas are probably not of great concern to (Frampton).

As long as (Frampton) is listening, he doesn't have to be out there, necessarily...

Most times you hear the chief's coming you say something's gone wrong... people have to believe he's really there to learn and to listen...not to check up.

Folks complain (Executive) is micro-managing.

69

It seems like the direction (of the DNR)…that the higher ups are open to improvement…it has been recognized that things aren't working the way they are and everything's not as good as it could be…

I think the higher you get on the chain there may be some folks up there that aren't that receptive. It might depend on how long you've been with the agency and the comfort level you have with the higher ups…

Sometimes we don't see how our individual roles mesh to do what we're supposed to do, and that is protect and manage the natural resources of our state and provide the citizens with the benefits of that.

(We met at the) Webb center when we started this (hub) process about what are we supposed to be doing…what is our function? Our mission? It's never been defined…explained.

How did that make us feel when (Exec) asked us to come up and meet with them and we hoped the reason was they would listen to issues and concerns that we have on our minds and they all left after lunch…

There's a lot of people that we in the field, in all divisions, come in contact with that are on advisory boards, legislators…I just think it would be a good idea is we had an idea of the important issues before the board…

I'm a field biologist…and I don't have people to say go do the field work I'm going to go interact with the legislature…and go to county commission meetings…there's no staff for that…

I don't think we should be afraid to cross divisional lines…the regional lines don't always make sense functionally…

They indiscriminately close free office space…free…they had to pay a phone bill…with this hub system. They will be moving people where they have exposure…and it's not going to be available (at the new place)…that doesn't make sense to me…none…

## Communication Flow

The disconnect is the ineffective approach to get information back up (to the executive level). The fact that only fifty percent of the people responded to the survey because they were scared…I mean let's stop the meeting right now. That should explain a lot of the issues.

They think information is power and they wanna hold on to it, or they just have favorite ones they want to share it with. And if you ain't on their favorite list you don't get the information.

70

Somewhere the information is being lost from the Columbia office to the immediate supervisor who supervises the field officers.

There's a cutoff point somewhere that they're not distributing the information properly…supervisors should be made to get the persons they supervise to initial and sign that on this day I got this information.

Some field employees have better access to other divisions because of the hub office location, but the onus is on you to seek each other out when you're there.

The experience I have with field people is that they really don't want to hear from Cola.

The info we need to do our job is provided well enough…there's no need for more info.

We should be hearing from the third floor twice a month, and at the very least, once a month. Even if it's not particularly newsworthy, so that they acknowledge that we are out there doing a good job.

(Columbia keeps) the burden off of us and lets us go about our jobs by not being flooded with all these things that are being handled in Cola.

All of the communications are going downhill and there's no means for information to come back up hill.

The information's out there, finding it, reading it…just don't have time to do it.

That should be my supervisors' responsibility to get the information (to me), especially if it's important like laws changing.

Our deputy held a conference call with all of us to tell us what's going on and we get our minutes mailed to us.

We think we're getting it all. We don't know if we're getting it all. That's the problem. You don't know what you didn't get…so if you get it all, you can choose.

If you schedule a meeting every three months and you know it's going to happen on this day you can schedule around it.

Should we not be thinking regional meetings…for each region, where you bring all the divisions together…rather than just divisions? That way there would be sharing between divisions too…and you get to interact with each other.

(We need) more training of managers—how to communicate with their employees, for example…

71

We became supersized (by restructuring). I think our communications have lagged in keeping up with everything that goes on within our agency.

I don't know whom to call for info to perform necessary work functions here in the field…we never hear about personnel changes or new hires.

Don't distribute All DNR e-mails if the info doesn't pertain to all, or if some employees would be excluded from an announcement (like flu shots or health screenings).

It's not an issue that we've built walls between divisions…but communication is…its more incidental than direct.

If Cola wants us to depend on e-mail, they should buy us all laptops and train us.

Don't advertise an open door policy if middle management can deny you access to it.

There will always be people who will complain regardless of efforts to improve communication.


## Communication Tools

I just don't want us to be over dependent on the e-mail and computers and stuff because not everyone has 'em and not everybody is computer literate.

We're all spread out . . . having one supervisor over three counties is a huge breakdown. It's too much responsibility for one supervisor.

Our office in the field is either our truck or our house. (We need) onboard computers in our trucks.

An electronic bulletin board where you can access where there's classes coming up for (personnel). That would be an avenue. But I think we need more than one means of communication—it doesn't just need to be e-mail and it doesn't just need to be monthly meetings. It needs to be a lot of different things and it might be that we go toward this electronic bulletin board or bring back the newsletter, I don't know.

(Electronic bulletin board items) could come out periodically, once a month or so, and it would be in an e-mail would be a simple list of brief descriptions telling what the longer content would be with a link.

(Employees) have to receive paychecks every two weeks…with that…that might be an alterative to e-mail (to get information out).

Don't we need a newsletter to look forward at what's coming up? It seems we have the past stuff but we need to have something to look forward.

72

I'd tell each deputy director to provide info about the top five or six things going on in your office…and you'll follow those until they play out and anything else that comes up can be added on to the newsletter.

I hate paper..so if it comes to my e-mail I'd be more likely to look at that than to read all the natural news things in the mailbox that a lot of people don't end up reading. Maybe not putting one in every box but sending ten of them to (a regional office)

(Provide) work stations at field offices… everybody has an e-mail account to do e-leave.

Consider computer access via public libraries, willing co-workers personal PC, LWC/WFF offices outside hub offices.

I don't know that there should be any department wide system for (staff mtgs). We either have to have them after work or before work (because of customer service job).

There are two statewide hub meetings a year…one in January and we just had one in Nov…and the results of those meetings should be made available to all staff…

Determine how often there's enough info that needs to be shared before scheduling regular meetings.

How about an electronic employee manual? I think also a part of that would be for everyone to have a certain group of key words that would allow someone to search for them…

There are too many opportunities to let personal issues interfere with the EPMS…too many supervisors misuse EPMS.

It's hard to make (EPMS) important for your employees when you can't attach money to it…

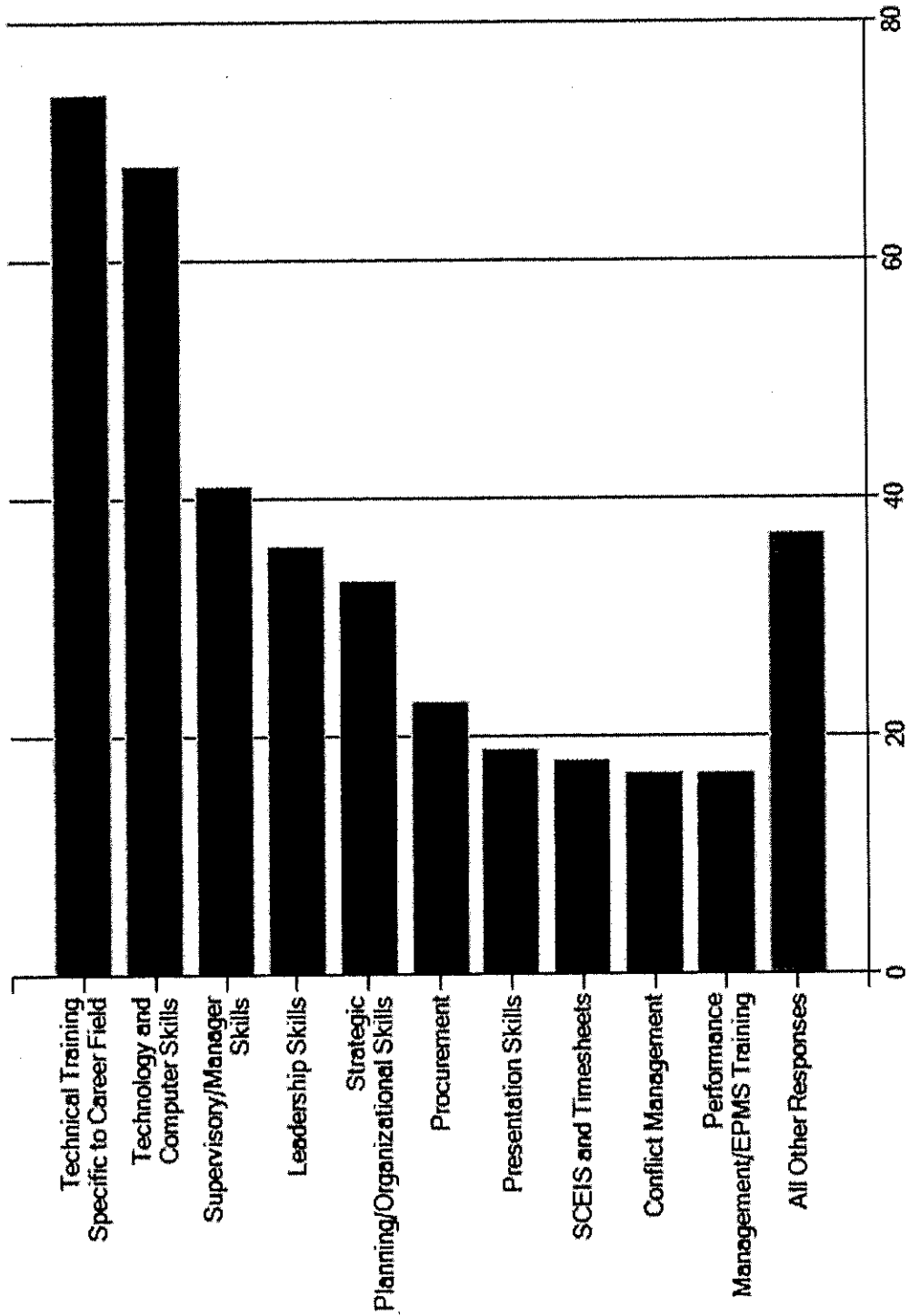73

# SCDNR Training Needs Assessment

## 2011

DNR

**In which of the areas listed below would YOU like to receive additional training? Please select your top 3.**



Bar chart (horizontal categories):
- Technical Training Specific to Career Field
- Technology and Computer Skills
- Supervisory/Manager Skills
- Leadership Skills
- Strategic Planning/Organizational Skills
- Procurement
- Presentation Skills
- SCEIS and Timesheets
- Conflict Management
- Performance Management/EPMS Training
- All Other Responses

Value axis: 0, 20, 40, 60, 80

**What are the 3 most important TECHNICAL training needs that you would identify for your work unit or division?**

.Net
Access
Access
Access database training
Access/database management
additional grants courses
Adobe Acrobat Training
Adobe Photoshop CS4 Training
Adobe Software
Advanced customer service training
Advanced technology and computer skills
advances in small impoundment management
age growth imbedding process
Aircraft powerplant & systems operations
aquaculture
ArcGIS
ArcGIS applications development & programming
ARCVIEW GIS
Attending meetings
AutoCad Civil drafting
Availability of professional certification training
(e.g Microsoft, CompTIA, Cisco etc.)
Basic Accounting skills
Basic GIS training
Basic GPS training
Beginners boat operation / maintenance
Biometry - statistics
Black bear/wildlife nuisance resolution
boat handling
boat maintenance and procedures
BOAT MOTOR MAINTENANCE
BOAT TRAILER MAINTENANCE
BUI field sobriety training
Business Objects
Business Objects
Business Objects applications development
C #
C# .NET
Cat 5 pesticide certification
CDL training & certification
Chainsaw use/safety/tree felling techniques
Climate Change
collaborative processes
computer

Computer graphics integration with video
computer programs....word, excel, etc.
computer skill
computer skills
Computer skills
Computer skills
Computer Skills
COMPUTER SKILLS
Computer Skills (Access, ArcGIS)
Computer Skills (EXCEL, etc)
Computer skills and statistics
Computer software
Construction Management
Continued BUI Training
Courtroom procedures
Courtroom procedures for jury trial
covert operations / investigations
customer service
Customer service
Data (base) management
Data acquisition / data management
Data entry standards and file management
protocol
data management
database integration
database programming
deep sea fishing
Defensive Tactics
Developing quantitative skills for data analysis
DLEO training and proper equipment
drug intradiction during day to day operations
ecological modeling opportunities
Efficient data entry procedures that reduce
repeated effort
Electrical components troubleshooting
electrofishing boat operation
Electrofishing safety and methodology
Electronics / electrical knowledge training
Emergency Response/Hurricane Evacuation
EPMS Training
epms training
erosion control
ESRI ArcGIS
ESS/MSS HR portal access
Excel

EXCEL
Excel Training
Field ID of SC native animals
Finding Grants, Getting Grants, Writing Grants
Fire Pumper school
Firearms
Firearms Training
Fish Disease Diagnosis
fish health classes
Fish Identification
fisheries survey design (intercept, mail, phone)
FLIR Training
Forestry Applications
Formal Education Training for K-12 ED
furbearer / trapping tactics
Further Computer Skills
Geographic Information Systems advanced
training opportunities
GeoTrimble
GIS
GIS
GIS
GIS
GIS - intro for new users
GIS training
GIS training
GIS training for environmental managers
GIS/ArcView
GIS/GPS training
GIS: ArcMap
Government Finance Officer Association
Membership
GPS
Grant Writing
grant writing
Grant Writing training
Graphics software advanced training
hand to hand combat
Herbicide Application
Herbicide application CEU's
herbicide applications
HR training in reporting
HTML
hydroacoustics applications
IFR Recurrent Training
Illustrator Software
ImageNow Administrator Training
ImageNow DataCapture Administrator Training
In Design Software
Increased analytical training
Increasing computer language skills

integration of web and database functions
Interpretation of Fisheries Data
knot tying
Laboratory
Leadership Training
limnology, fish biology and ecology training
opportunities
Management Information System Training
Methodology
Microsoft Access
Microsoft Access
Microsoft office (Word, Excel, Access)
Microsoft Software
More firearms practice
more physical fitness
more time on the firing range
Motorola Mobile Two way radio repair schools
Motorola Potable radio repair
Motorola wireless Canopy/Microwave
nongame fish traps / baskets
Object-oriented programming
Observation skills
OCRM & COE permitting
officer safety
Officer Safety
operation of benthic sampling equipment
Oracle
Oracle
Oracle Database
Oracle Universal Content Management Training
Orienteering
OSHA Requirements for keeping the Supply
Room up to code.
other equipment use
Outboard engine maintenance and repair
Outboard motor repair and maintenance
Outlook as a contact management tool
Pesticide Applications
Pesticide training
planning/ organization
population or stock assessment
Population Genetics (Offsite)
Power Point
powerpoint presentation skills
prescribed burning training
Prescribed Fire
prescribed fire
Prescribed Fire Management
presentation preparations - power point
presentation skills
Presentation Skills

Prioritization and Time Management
Procurement
Procurement
procurement for the rest of my staff
Procurement Procedures
procurement training that staff can understand
Procurement/Grant Issues
Procurement Procedures on Contracts for Inventory
Protocol for Computer Skills
Protocol for Customer Service
Protocol for Procurement
Quick Books Management for Inventory
RCW banding training
road maint.
Safety in operation of Agricultural and Heavy Equipment
Sampling & statistics for field botany / ecology
SC American Fishery Society annual conference
SC Marine Educators annual conference
SCEIS
SCEIS
SCEIS
SCEIS
SCEIS
SCEIS Account Ledgers / Balances
sceis and timesheets
SCEIS Procurement
SCEIS reporting
SCEIS Time Sheets
side scan sonar
small boat operation
SMALL ENGINE MAINTENANCE
Software -- Adobe Professional
Software -- InDesign,
Software -- Photoshop
software training (Microsoft, statistical analysis programs)
Species Identification
Spreadsheet and database training
SQL query writing
States Organization for Boating Access (SOBA) annual Clean Vessel Act workshop
statistical analysis
statistical analysis
Statistical Programs
Statistical software
Statistics
Statistics
Staying current with technology and trends
Stock Assessment tools (NOAA stock assessment

courses)
stock assessment training
Strategic Planning/Implementation of Education Programs
Strategic Planning/Organizational Skills
strategic scenario planning
Street Survival
structured decision making
supervisory / manager skills
tactical driving in these big ford trucks
taxonomic identifications of fish and inverts
Team Building
Technical Training Specific to career Field
technical writing
Technical Paper writing
Technical Report Writing
Technical training specific to career field
Technical training specific to career field
technical writing
Technology - audio equipment
Technology - computer applications/code
Technology - video editing
technology and computer
Technology and computer skills
Technology and computer skills
technology training (software for research purposes)
Technology/Computer/SCEIS
telephone features
Timber Management
time management
timesheet issues for SCEIS
training in software that we use.
Use of mobile mapping applications and GPS varies due to wide variety of job duties in this Region
Water Quality Assessment
weapons training
web programming
wetland delineation
wetland laws/field delineation/forestry bmps
Wetlands and Environmental Permitting
Wildland Firefighting
Wildlife related legal updates
wildlife survey/population estimation techniques
WORD
Workplace safety
Workshops and field trips in my specialty

**Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.**

* R statistical software
* Introductory data analysis training for fishery biologists

A basic GIS class would be infinitely helpful.

Additional training in computer technology would be helpful. i.e. excel, access, GIS, etc.

ArcGIS

Attend DNR conferences or seminars that involve web and technical personnel from other state DNR offices.

Attend meetings, interact with other scientists, researchers, keeping up with the literature.

Business Objects Administration
Oracle Application Server Administration

Business Process Training, Database Design Training, SQL Training, Records Management, Document Imaging

CompTIA A+, CompTIA Network+, CompTIA Security+, Cisco CCNA, Cisco CCNP, Microsoft Certified Professional (MCP), Microsoft Office Specialist (MOS)

covert operations / investigations
DLEO training- defensive tactics, handcuffing, shooting techniques, car stops
Wetlands ID/Delineation/environmental permitting
OSHA requirements, ADA requirements
ATV safety & operation
timber inventory/measurement/cruising
heavy equipment use/maintenance/safety/operation

Even though we have went to SCEIS, I use Quickbooks to accurately manage my inventory. I have basic knowledge of the software but would like to better understand features about the software.

fish filleting
GIS skills would have been very useful in several instances. I just don't have the basic knowledge to make a map and without GIS support staff in the regional HUB office those needs go unfulfilled.
Time management and prioritization in times of reduced resources.

grants management course updates

hatchery manager classes

How to /concealment/ camouflage

I believe we are going to need in-house training on climate change issues, impacts and adaptation if it is going to be embraced by staff as an agency priority.

I would like to complete the 18 month course that qualifies me as a manager. Due to budget cuts I haven't been able to enroll.

I would love to receive additional training in Illustrator and In Design. I work in the Graphics Section and would like to improve my design skills as well as use these skills to better design for the Classic.

Investigative training, crime scene preservation, emergency vehicle operations training

It would be most beneficial if I could enter and track requisitions, FPRs, etc. for Region 1, as well as have the ability to monitor specific account balances and ledger transactions

Letter Writing
living in today's world with a very limited income
Management and Team building skills
More firearms and defensive tactics training to improve officer safety.
None for my position but numerous for staff
NOT FOR MY POSITION ONLY   certain staff need specific training ex.
wetland delineation training, permitting, DLEO staff needs proper training and
equipment, capture & immobilization & legal chemicals,

Oracle Certification
outboard engine repair and maintenance training
Physical Fitness Standards
Physical fitness standards implemented
Pond management, Aquatic vegetation
Public management courses
First Aid/CPR
Regional Counterdrug Training Academy, Meridan MS (www.rcta.org)
more training via FLETC
SC Procurement procedures
OSE Procedures

SCEIS Asset Management
Government Finance Officer Certification

Scientific diving certification
Small boat and trailer operation (not just safety)
Staff need to attend professional meetings to stay up-to-date with current
techniques and engaged in innovation for their production techniques.
For example:
SC Chapter of American Fisheries Society Meeting
SC Carolina Aquatic Plant Management Meeting
Stock assessment training, fisheries survey design and analysis, additional
statistics/biometry classes,

Stock assessment
(Advanced) statistics
Data base management

Stress Management
The ability to attend States Organization for Boating Access (SOBA) annual
Clean Vessel Act workshop.

The agency previously offered small classes on boat and motor maintenance.
I came into the agency after they had stopped this. It would be awesome to
know what to do in certain situations if you are on the water and something
happens to the motor; more of a trouble-shooting class on boats and motors.

Training from State Office of Human Resources and Budget & Control Board
specifically concerning budgets and financial operations of the state.

UCAR COMET Online MET Courses
University of Wisconsin at Stevens Point Courses:
Needs Assessment in Environmental Ed and Interpretation
Leadership Development in Environmental Ed-Strategic Planning &
Implementation
Fundamentals of Environmental Ed

Use of pivot tables in Excel, Intro to GIS, Experimental design and sample
size, Mussel identification workshop

Various "Continuing Education" courses from Universities/Extension Services such as Clemson, UGA, Auburn, etc.; Seminars/Conferences from professional organizations such as The Wildlife Society, Society of American Foresters, Partners in Flight, National Bobwhite Technical Committee, Quality Deer Management Association, Native Plant Societies/Exotic Pest Plant Councils, Prescribed Fire Councils, etc.

Water quality assessment
Radio tag implantation techniques in fish
BVET or GIS survey techniques

We need the means to record field survey data in realtime and propagate these records digitally for use in various datasets/databases without repeat keystroking.

While training is key to the success of an employee, I think isolation from co-workers and colleagues from other agencies can just as detrimental as no training. The exchange of information and ideas allows employees to view challenges in different ways and find possibly a better resolution. No biologist/technician meetings, no regional meetings, or professional meetings (even those that meet every other year) will eventually cause alienation between staff. Teamwork that used to be prevalent in DNR is a rarity now.

With limited resources onsite, we cannot determine many fish diseases and must ship them to Auburn University for diagnosis. When the state and agency's budget improves, it would be ideal if our staff could take coldwater fish disease training so that perhaps we could obtain the necessary equipment to do any diagnosis onsite.

**Please list any training or personal development courses that you completed and found beneficial. (i.e. What are some courses that you have taken and would highly recommend to others?)**

1)Team-building exercises (i.e. Ropes Course, etc.)

2)Leadership Training based on Stephen Covey's book, The 7 Habits of Highly Effective People.
1.)Emotional Intelligence

2.)Ethical Leadership

3.)Progressive Discipline
Adaptive Leadership by the Management Assistance Team
Advanced Excel, Access, Word, SAP
Aggressive Criminal Enforcement (ACE)
Any computer classes were always helpful. Excel, especially was a good one because we do so much with spreadsheets now a days. I think everyone should take this class, basic or advanced.
APM and CPM have been VERY beneficial to me. I have also attended technical training on my own that has been beneficial.
Applied Environmental Education Evaluation through University of Wisconsin at Stevens Point
Basic grants management

Advanced grants management
Certified Public Manager
Certified Public Managers
Chemical Immobilization of Wildlife
Coastal Birding workshop

Pumper training
Conflict Management (conflict resolution), Strategic Planning/ Organizational skills (time management), EPMS training, Stream Restoration courses, Corps wetland delineation courses, wetlands courses, FERC workshops
Conflict resolution

Doing more with less
contract officer representative
Courses in purchasing, Microsoft Access, grant writing
CPM
crime scene investigations at SCCJA
Ecological Analysis using R (basic)
emergency vehicle operations training
EPMS

Progressive Discipline
Excel.

Word Perfect
First Line Supervision

Supervisory Practices
First-aid / CPR / AED training
Franklin Covey "What Matters Most"
Good to Great

Emotional Intelligence

Hands on Excel course through Midlands Tech.

Haven't had the opportunity to take any training courses in the last couple of years other than CPR and defensive driving.

I have attended several Procurement classes, which I recommend for all Administrative Assistants who handle any purchasing paperwork

I have taken a few software courses at Midlands Tech and found them to be great. I learned a lot and was able use these skills to better perform my job.

I haven't taken any as only a single one has been offered since I have been hired (limited space)!

I haven't taken the course, but from what I heard the CPM class is great and I would be interested in that class.

I took a MS Access class from PST in Charleston a few years ago, and applied the things I learned to create my own Access databases for work.

Intro GIS course offered through USC's Geology Dept.

Managing Difficult People

Supervisory Practices

MOTORBOAT OPERATERS CERTIFICATION GIVEN TO FEDERAL EMPLOYEES AND VOLUNTEERS

Multiple Motorola Radio schools

NOAA CSC Collaborative Learning, NOAA CSC Project Design and Evaluation, NOAA CSC Conflict Management, ASMFC Basic Stock Assessment Training

otolith workshop

Performance Management/EPMS Training

Progressive Discipline

SC Certified Public Manager course

some leadership classes have been beneficial but hard to implement under the DNR system

certain portions of some supervisor training classes have been beneficial

Specific Skills Training

Supervisory manager skills

Supervisory Skills

Collaborative Learning

NOAA-CSC courses on process skills

Supervisory/Management Training

supervisory/manager skills, performance management/EPMS training, Progressive discipline, Presentation skills,

The required boater safety and driver training courses were both beneficial.

Time management

Violence in the Workplace course years ago was good. Also we had a Media Relations class that was useful.

Wildlife capture and immobilization

Bird ID workshops
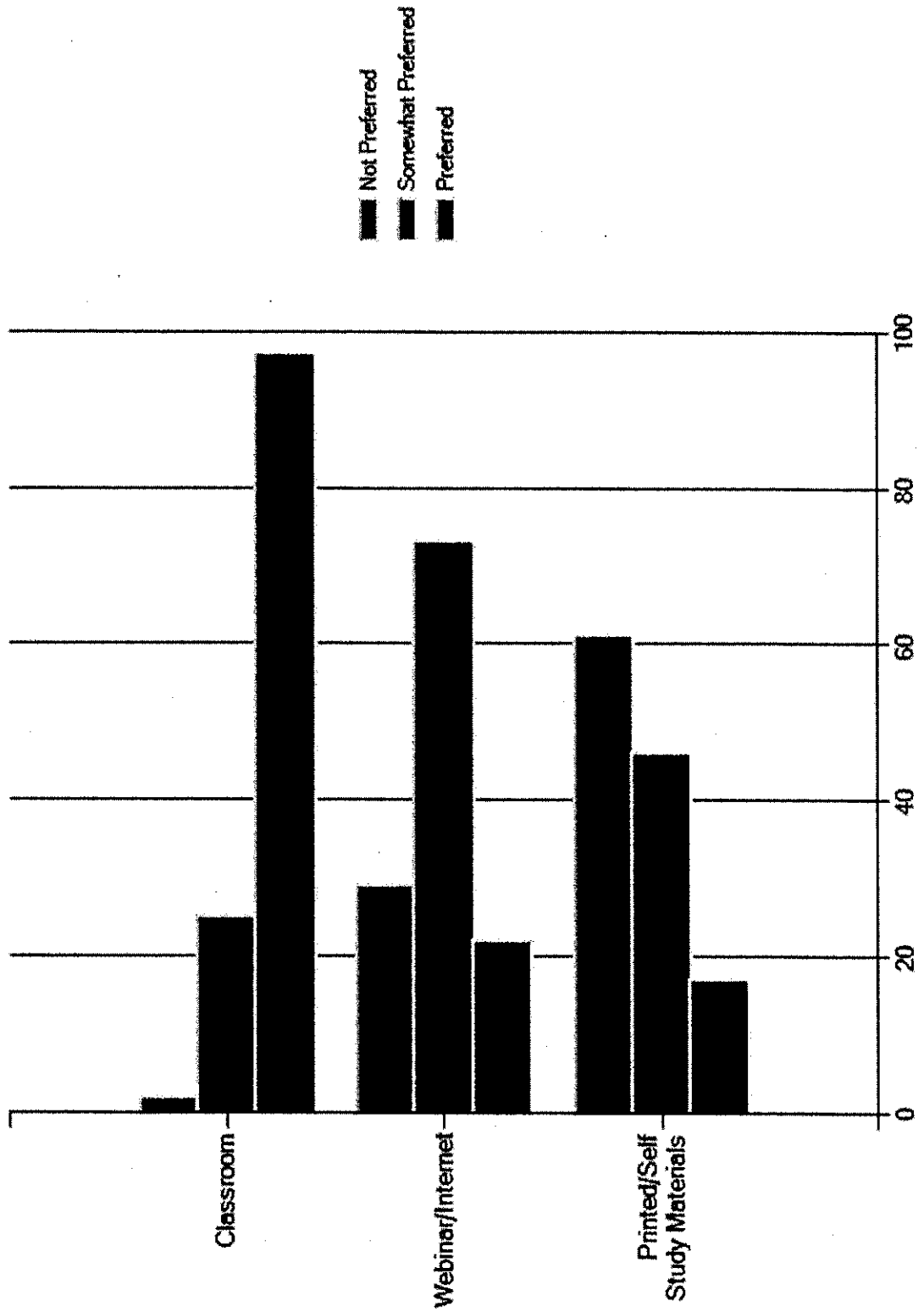
Native Plant ID refreshers

Wildlife Immobilization training - the only technical training offered since my employment with WFF division (5 years)
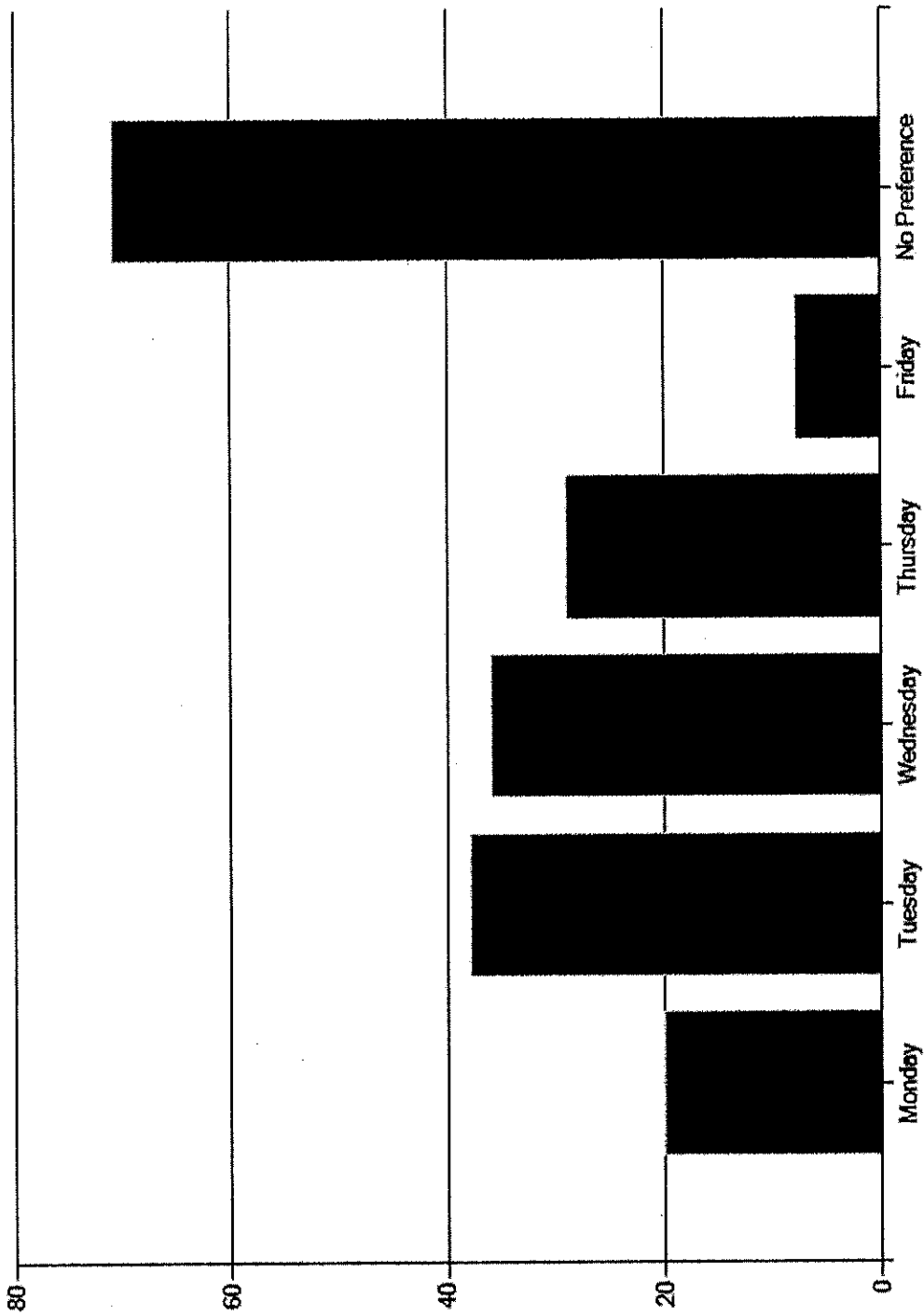
Workshop In Leadership Development (WILD) through SCDNR

Specific Skills through SCCJA

1st Line Supervision through State HR

# What is your preference for the following training delivery methods?



Legend:
- Not Preferred
- Somewhat Preferred
- Preferred

Categories: Classroom, Webinar/Internet, Printed/Self Study Materials

**Please select the most desirable day(s) of the week for you to attend training programs.**



A horizontal bar chart showing responses by day of the week (axis scale 0 to 80):

| Day | Approximate Value |
|---|---|
| Monday | 20 |
| Tuesday | 38 |
| Wednesday | 33 |
| Thursday | 28 |
| Friday | 8 |
| No Preference | 70 |

**To which SCDNR division are you assigned?**

| Division | Value |
|---|---|
| Outreach and Support Services | 23 |
| Marine Resources | 31 |
| Law Enforcement | 23 |
| Wildlife and Freshwater Fisheries | 34 |
| Land, Water, and Conservation | 10 |
| Executive Office | 3 |
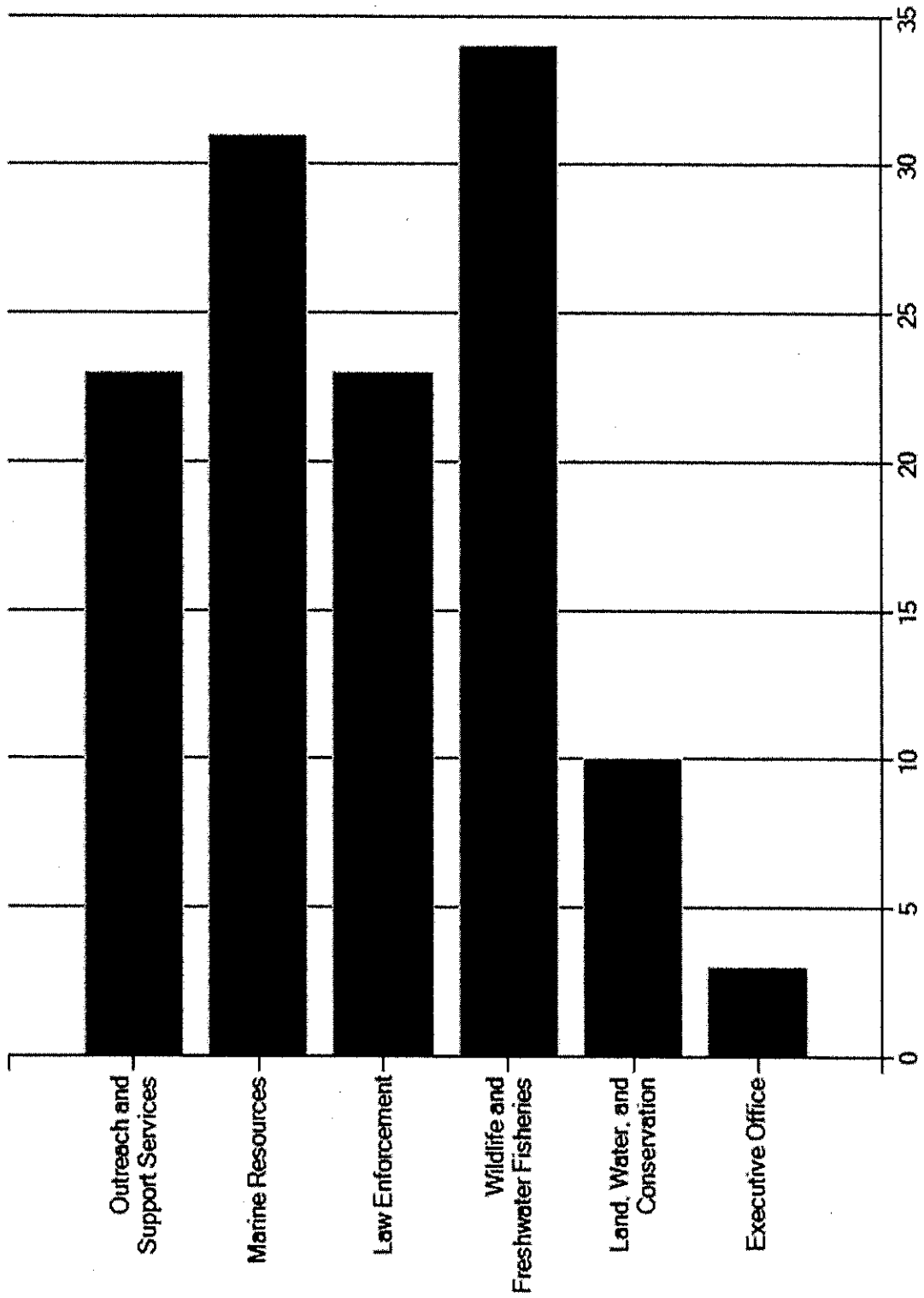
**In which area/region do you primarily work?**
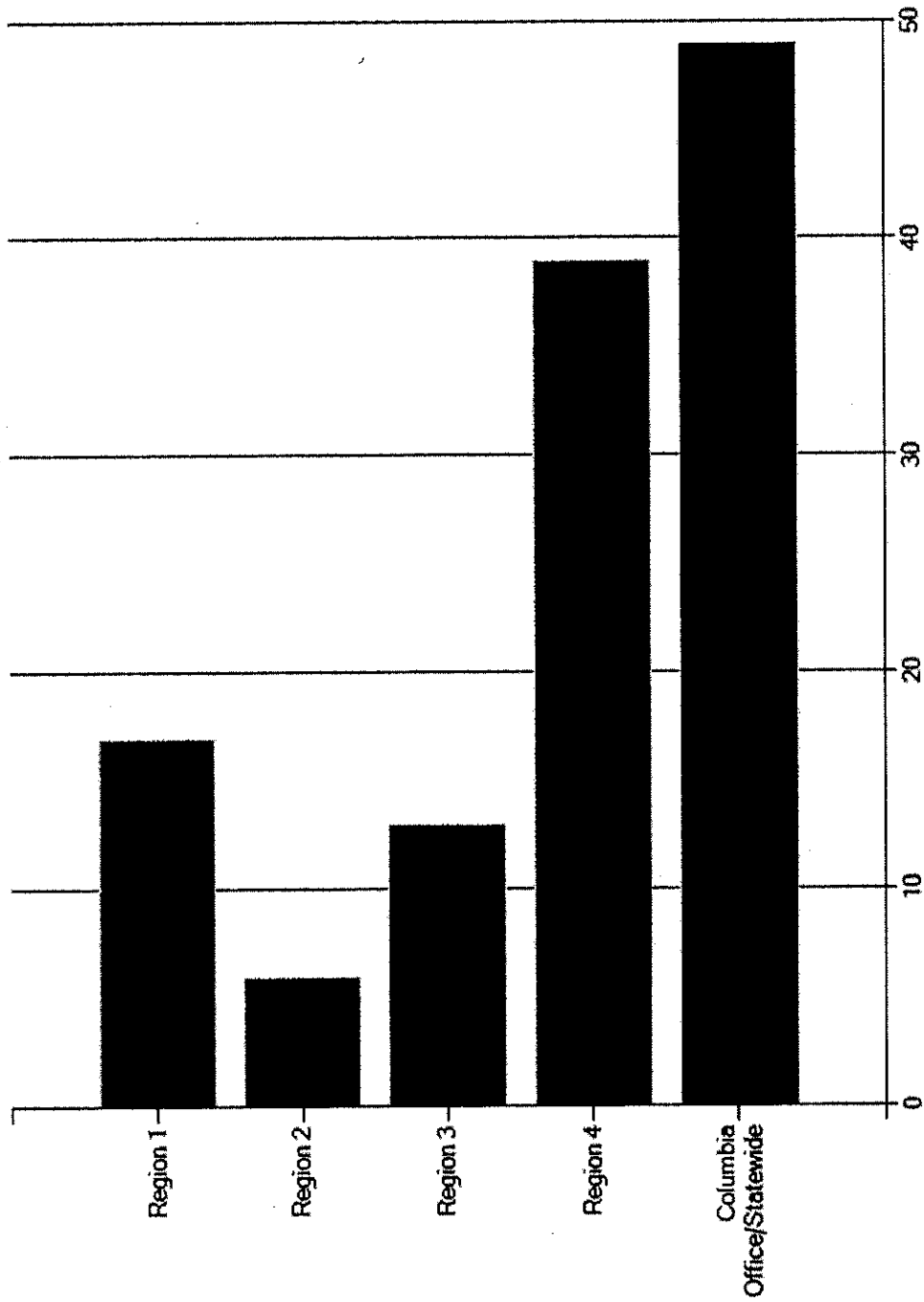
**How long have you been employed by SCDNR?**
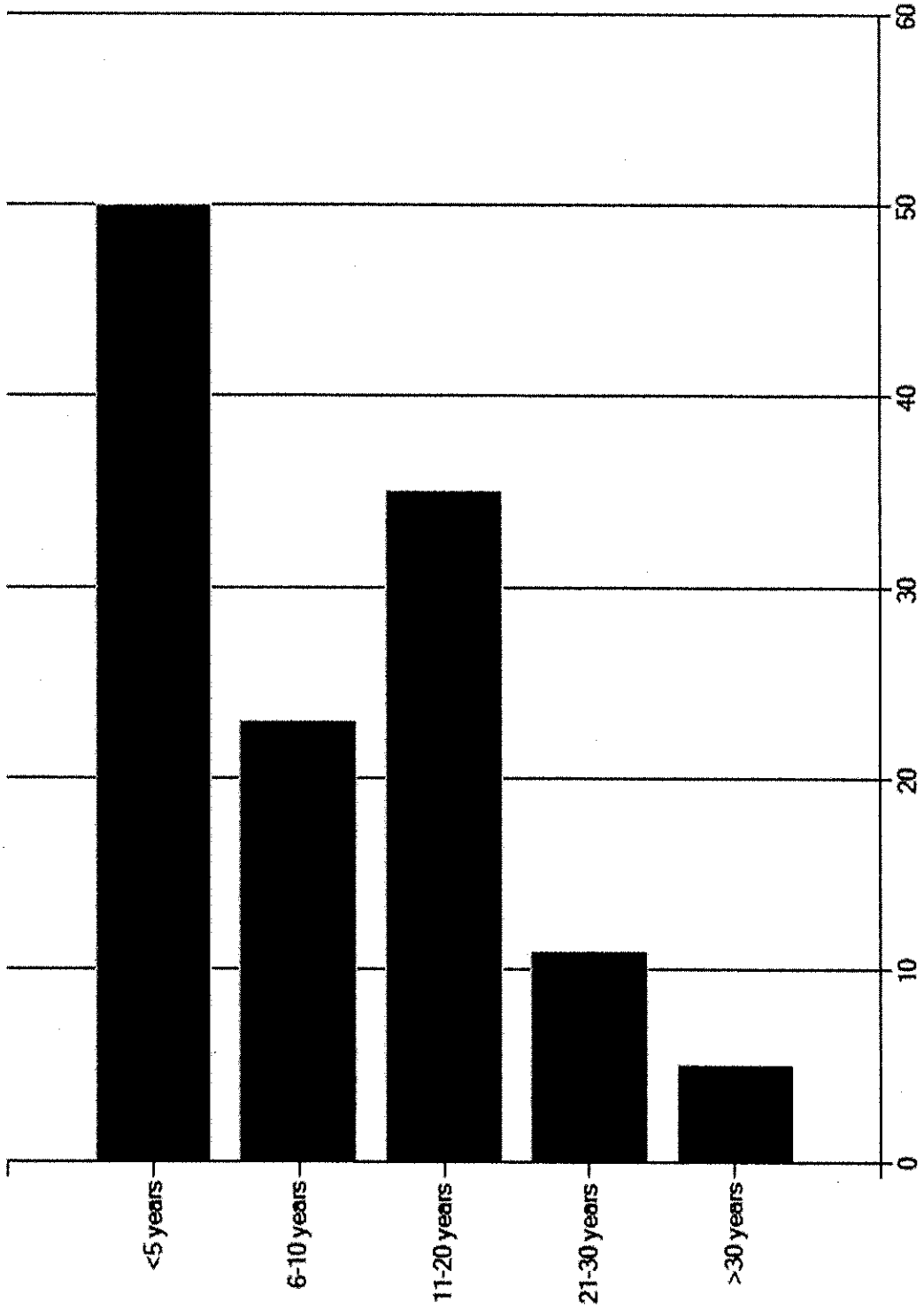
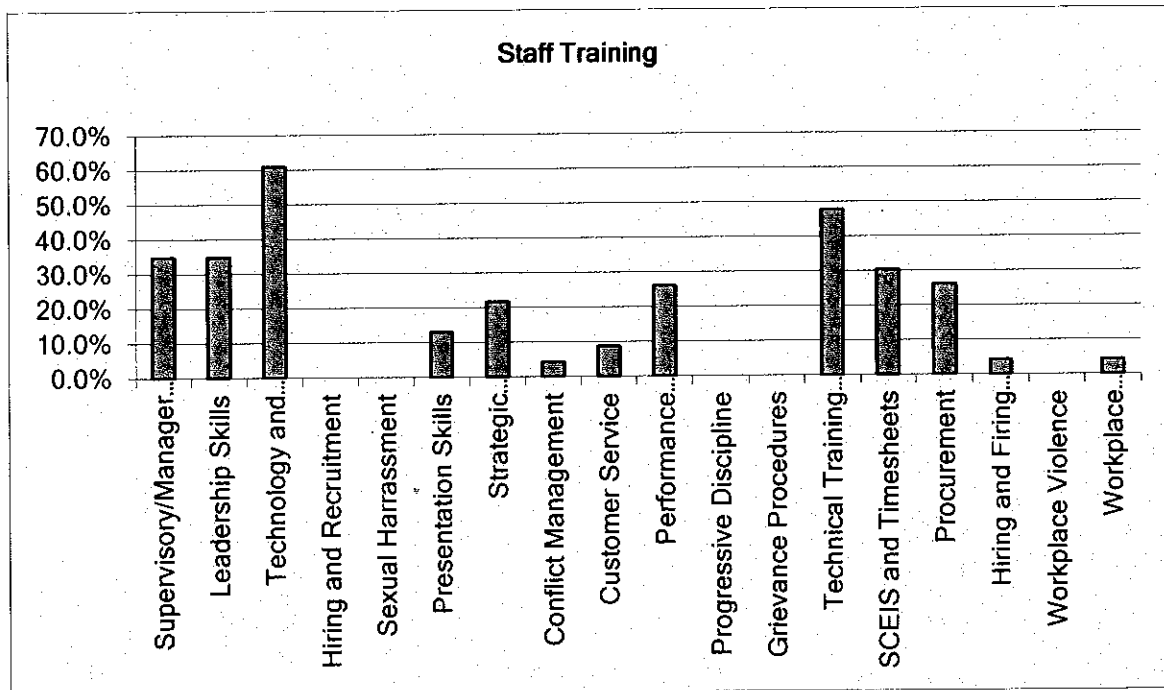Outreach and Support Services

Training Assessment Report

**In which of the areas listed below would YOU like to receive additional training? Please select your top 3.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Supervisory/Manager Skills | 34.8% | 8 |
| Leadership Skills | 34.8% | 8 |
| Technology and Computer Skills | 60.9% | 14 |
| Hiring and Recruitment | 0.0% | 0 |
| Sexual Harassment | 0.0% | 0 |
| Presentation Skills | 13.0% | 3 |
| Strategic Planning/Organizational Skills | 21.7% | 5 |
| Conflict Management | 4.3% | 1 |
| Customer Service | 8.7% | 2 |
| Performance Management/EPMS Training | 26.1% | 6 |
| Progressive Discipline | 0.0% | 0 |
| Grievance Procedures | 0.0% | 0 |
| Technical Training Specific to Career Field | 47.8% | 11 |
| SCEIS and Timesheets | 30.4% | 7 |
| Procurement | 26.1% | 6 |
| Hiring and Firing Procedures | 4.3% | 1 |
| Workplace Violence | 0.0% | 0 |
| Workplace Safety/OSHA Requirements | 4.3% | 1 |
| **answered question** | | **23** |
| **skipped question** | | **0** |



Staff Training

**What are the 3 most important TECHNICAL training needs that you would identify for your work unit or division?**

.Net
Access
additional grants courses
Adobe Acrobat Training
Adobe Photoshop CS4 Training
Adobe Software
ArcGIS applications development & programming
AutoCad Civil drafting
Basic Accounting skills
Business Objects
Business Objects
Business Objects applications development
C #
C# .NET
Computer graphics integration with video
Construction Management
Customer service
database integration
Formal Education Training for K-12 ED
GIS
Government Finance Officer Association Membership
HR training in reporting
Illustrator Software
ImageNow Administrator Training
ImageNow DataCapture Administrator Training
In Design Software
Management Information System Training
Microsoft Software
Object-oriented programming
OCRM & COE permitting
Oracle
Oracle Database
Oracle Universal Content Management Training
Outlook as a contact management tool
procurement for the rest of my staff
Protocol for Computer Skills
Protocol for Customer Service
Protocol for Procurement
SCEIS
SCEIS
SCEIS
SCEIS reporting
Software -- Adobe Professional
Software -- InDesign,
Software -- Photoshop
Strategic Planning/Implementation of Education Programs
Team Building
Technology - audio equipment

Technology - computer applications/code
Technology - video editing
timesheet issues for SCEIS
training in software that we use.

**Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.**

SC Procurement procedures

OSE Procedures
University of Wisconsin at Stevens Point Courses:

Needs Assessment in Environmental Ed and Interpretation

Leadership Development in Environmental Ed-Strategic Planning & Implementation

Fundamentals of Environmental Ed
Business Process Training, Database Design Training, SQL Training, Records Management, Document Imaging
I would like to complete the 18 month course that qualifies me as a manager. Due to budget cuts I haven't been able to enroll.
None for my position but numerous for staff
Attend DNR conferences or seminars that involve web and technical personnel from other state DNR offices.
NA
A basic GIS class would be infinitely helpful.
grants management course updates
Management and Team building skills
I would love to receive additional training in Illustrator and In Design. I work in the Graphics Section and would like to improve my design skills as well as use these skills to better design for the Classic.
Oracle Certification
Business Objects Administration

Oracle Application Server Administration
SCEIS Asset Management

Government Finance Officer Certification

## What is your preference for the following training delivery methods?
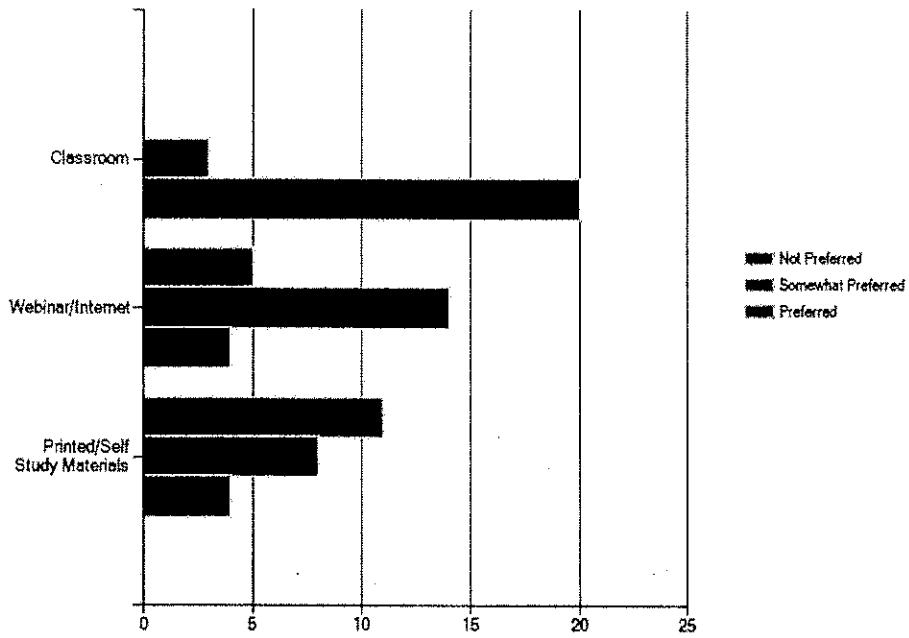


Legend:
- Not Preferred
- Somewhat Preferred
- Preferred

## Please select the most desirable day(s) of the week for you to attend training programs.
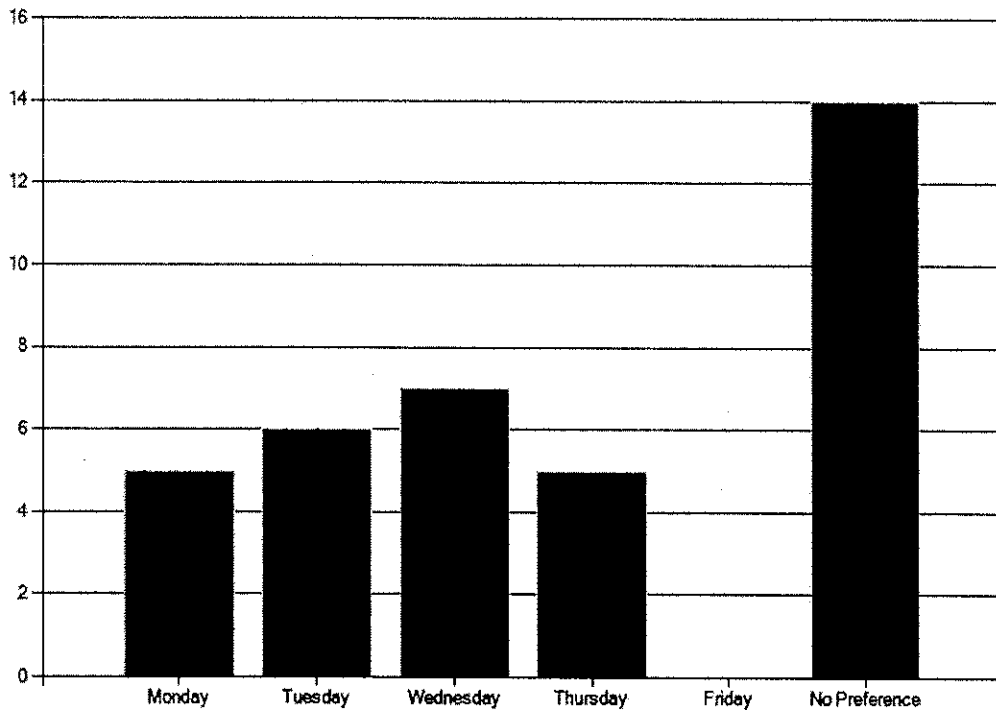
## In which area/region do you primarily work?
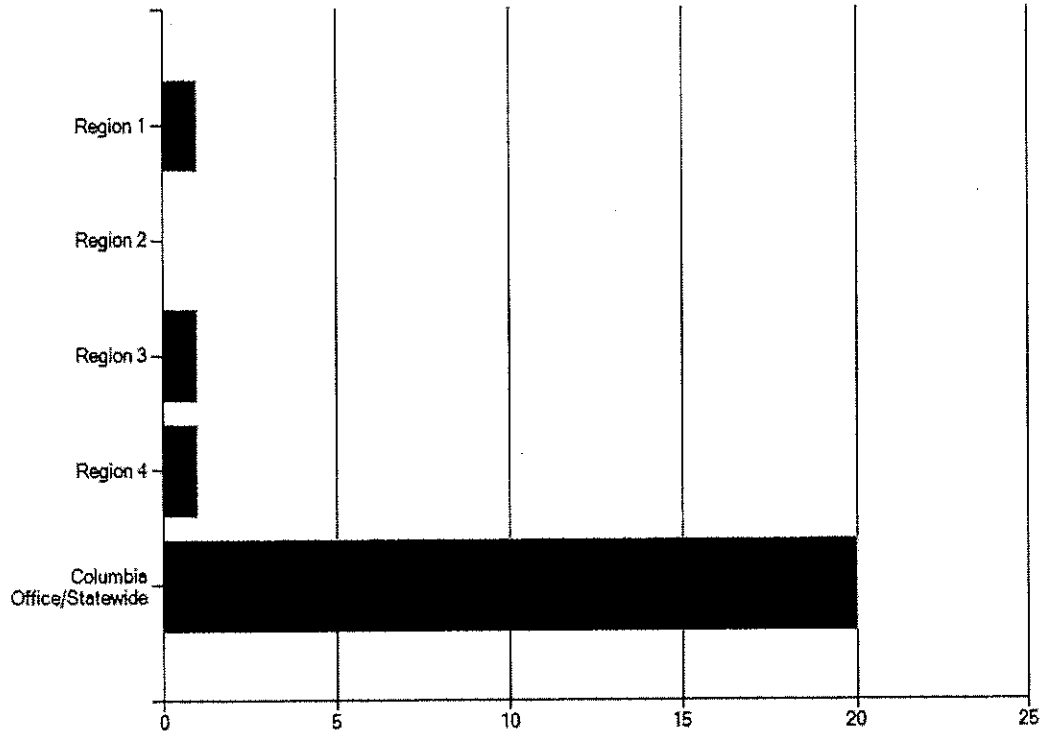


## How long have you been employed by SCDNR?
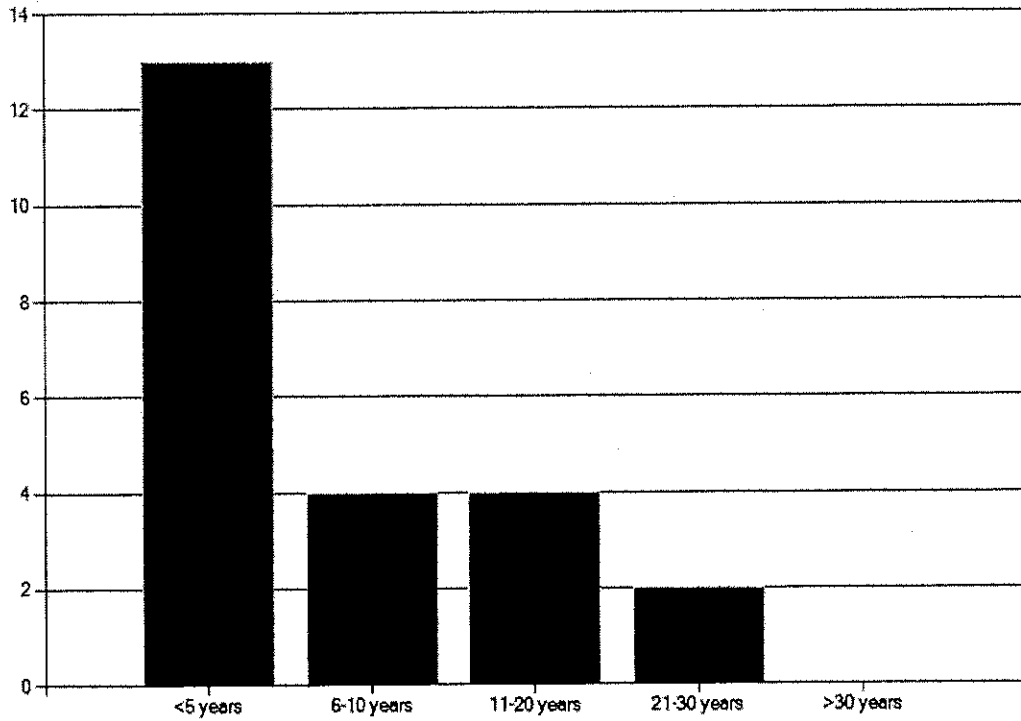
# Marine Resources

# Training Assessment Report

**In which of the areas listed below would YOU like to receive additional training? Please select your top 3.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Supervisory/Manager Skills | 35.5% | 11 |
| Leadership Skills | 29.0% | 9 |
| Technology and Computer Skills | 64.5% | 20 |
| Hiring and Recruitment | 9.7% | 3 |
| Sexual Harassment | 0.0% | 0 |
| Presentation Skills | 22.6% | 7 |
| Strategic Planning/Organizational Skills | 29.0% | 9 |
| Conflict Management | 19.4% | 6 |
| Customer Service | 9.7% | 3 |
| Performance Management/EPMS Training | 9.7% | 3 |
| Progressive Discipline | 3.2% | 1 |
| Grievance Procedures | 6.5% | 2 |
| Technical Training Specific to Career Field | 61.3% | 19 |
| SCEIS and Timesheets | 3.2% | 1 |
| Procurement | 29.0% | 9 |
| Hiring and Firing Procedures | 3.2% | 1 |
| Workplace Violence | 0.0% | 0 |
| Workplace Safety/OSHA Requirements | 9.7% | 3 |
| | answered question | 31 |
| | skipped question | 0 |



Staff Training

**What are the 3 most important TECHNICAL training needs that you would identify for your work unit or division?**

Access

Access database training

Access/database management
age growth imbedding process
aquaculture
Availability of professional certification training
(e.g Microsoft, CompTIA, Cisco etc.)

Biometry - statistics
boat handling
collaborative processes
Computer Skills (Access, ArcGIS)
Computer skills and statistics
Computer software
customer service
Data (base) management
data management
deep sea fishing
Developing quantitative skills for data analysis
ESRI ArcGIS
fisheries survey design (intercept, mail, phone)
GeoTrimble
GIS
GIS
GIS
GIS training
GIS training for environmental managers
Grant Writing
grant writing
Increased analytical training
Increasing computer language skills
knot tying
Laboratory
Microsoft Access
Microsoft Access
operation of benthic sampling equipment
other equipment use
population or stock assessment
Population Genetics (Offsite)
powerpoint presentation skills
presentation preparations - power point
presentation skills
Presentation Skills
Procurement
SC American Fishery Society annual conference
SC Marine Educators annual conference
side scan sonar

small boat operation
software training (Microsoft, statistical analysis
programs)
States Organization for Boating Access (SOBA)
annual Clean Vessel Act workshop
statistical analysis
statistical analysis

Statistical Programs
Stock Assessment tools (NOAA stock assessment
courses)
stock assessment training
strategic scenario planning
structured decision making
taxonomic identifications of fish and inverts
Technical Training Specific to career Field
technical writing
Technical Report Writing
technical writing
technology and computer
Technology and computer skills
technology training (software for research purposes)
Technology/Computer/SCEIS
telephone features
time management

**Q3. Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.**

The ability to attend States Organization for Boating Access (SOBA) annual Clean Vessel Act workshop.
See Question 2
Scientific diving certification
Additional training in computer technology would be helpful. i.e. excel, access, GIS, etc.
Stock assessment training, fisheries survey design and analysis, additional statistics/biometry classes,
Stock assessment

(Advanced) statistics

Data base management
fish filleting
* R statistical software

* Introductory data analysis training for fishery biologists
Small boat and trailer operation (not just safety)
ArcGIS
CompTIA A+, CompTIA Network+, CompTIA Security+, Cisco CCNA, Cisco CCNP, Microsoft Certified Professional (MCP), Microsoft Office Specialist (MOS)



What is your preference for the following training delivery methods?
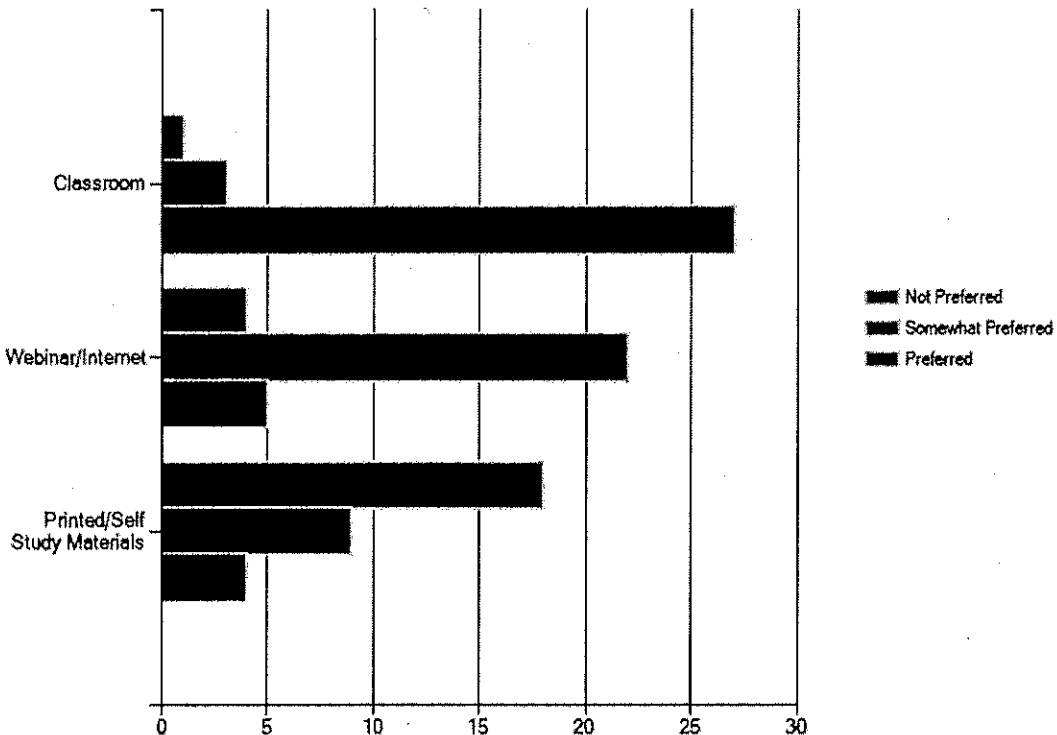
**Please select the most desirable day(s) of the week for you to attend training programs.**
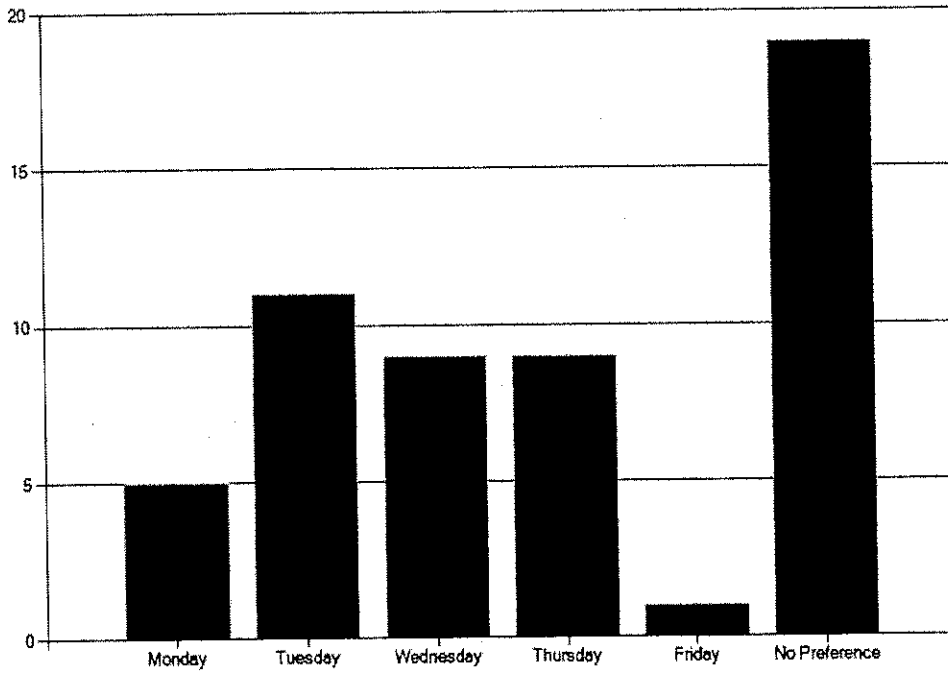


**How long have you been employed by SCDNR?**
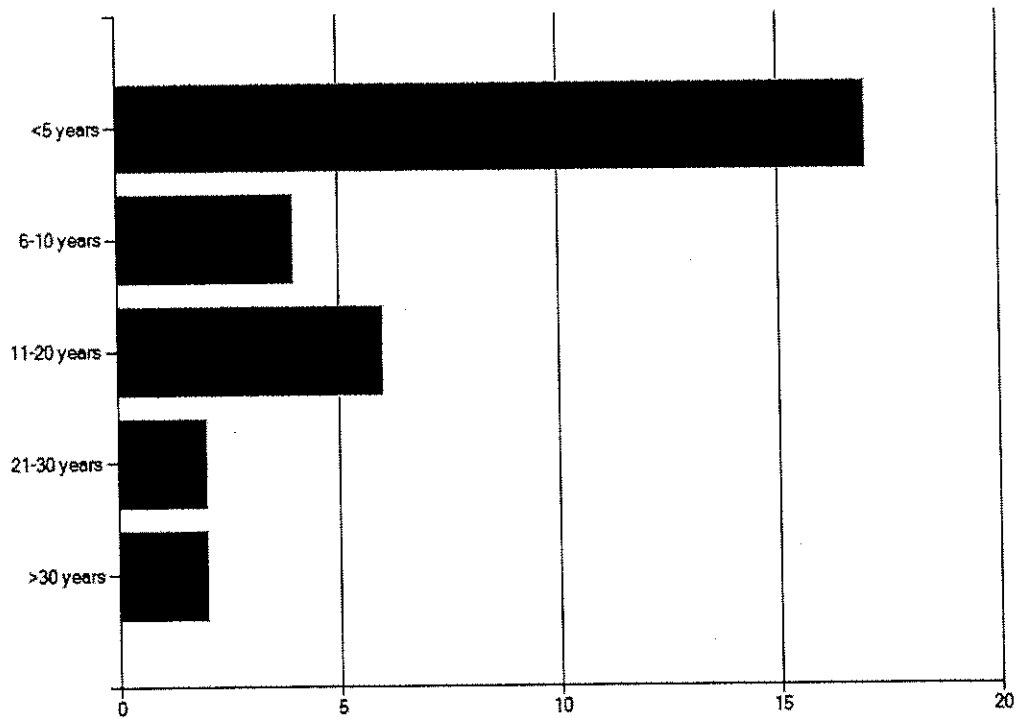
# Law Enforcement
# Training Assessment Report

# Law Enforcement Staff Training

In which of the areas listed below would YOU like to receive additional training? Please select your top 3.

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Supervisory/Manager Skills | 47.8% | 11 |
| Leadership Skills | 30.4% | 7 |
| Technology and Computer Skills | 34.8% | 8 |
| Hiring and Recruitment | 4.3% | 1 |
| Sexual Harassment | 0.0% | 0 |
| Presentation Skills | 13.0% | 3 |
| Strategic Planning/Organizational Skills | 26.1% | 6 |
| Conflict Management | 26.1% | 6 |
| Customer Service | 0.0% | 0 |
| Performance Management/EPMS Training | 17.4% | 4 |
| Progressive Discipline | 4.3% | 1 |
| Grievance Procedures | 13.0% | 3 |
| Technical Training Specific to Career Field | 43.5% | 10 |
| SCEIS and Timesheets | 17.4% | 4 |
| Procurement | 17.4% | 4 |
| Hiring and Firing Procedures | 8.7% | 2 |
| Workplace Violence | 0.0% | 0 |
| Workplace Safety/OSHA Requirements | 13.0% | 3 |
| *answered question* | | 23 |
| *skipped question* | | 0 |
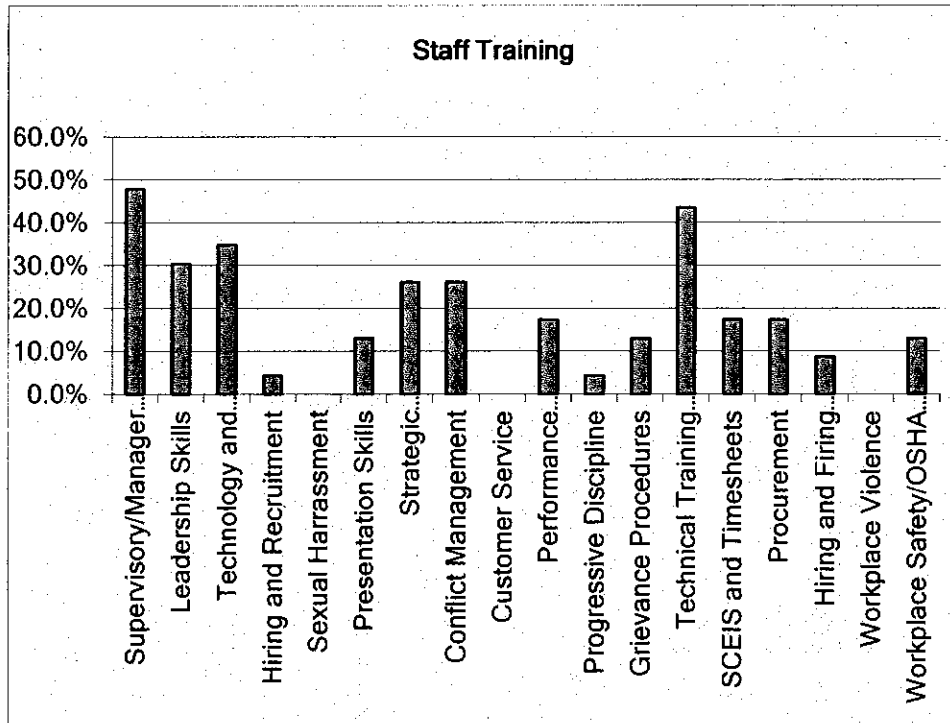


**Staff Training**

## Staff Training

GPS
Aircraft powerplant & systems operations
BUI field sobriety training
computer programs....word, excel, etc.
computer skill
Computer Skills
Computer skills
COMPUTER SKILLS
Computer Skills (EXCEL, etc)
Continued BUI Training
Courtroom procedures
Courtroom procedures for jury trial
covert operations / investigations
Defensive Tactics
drug intradiction during day to day operations
EPMS Training
epms training
ESS/MSS HR portal access
Excel Training
Firearms
Firearms Training
FLIR Training
furbearer / trapping tactics
Further Computer Skills
hand to hand combat
IFR Recurrent Training
Leadership Training
More firearms practice
more physical fitness
more time on the firing range
Motorola Mobile Two way radio repair schools
Motorola Potable radio repair
Motorola wireless Canopy/Microwave
nongame fish traps / baskets
Observation skills
Officer Safety
officer safety
OSHA Requirements for keeping the Supply Room up to code.
planning/ organization
Procurement
Procurement Procedures
Procurement/Grant Issues

Procurement Procedures on Contracts for Inventory
Quick Books Management for Inventory
SCEIS
Strategic Planning/Organizational Skills
Street Survival
supervisory / manager skills
tactical driving in these big ford trucks
Technical training specific to career field
weapons training
Wildlife related legal updates

## Q3 Staff Training

**Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.**

Letter Writing

Physical Fitness Standards

Physical fitness standards implemented

More firearms and defensive tactics training to improve officer safety.

How to /concealment/ camouflage

Investigative training, crime scene preservation, emergency vehicle operations training

covert operations / investigations

Regional Counterdrug Training Academy, Meridan MS (www.rcta.org)

more training via FLETC

N/A

N/A

Even though we have went to SCEIS, I use Quickbooks to accurately manage my inventory. I have basic knowledge of the software but would like to better understand features about the software.

Mu suggestions are for the general staff, not myself.

## What is your preference for the following training delivery methods?
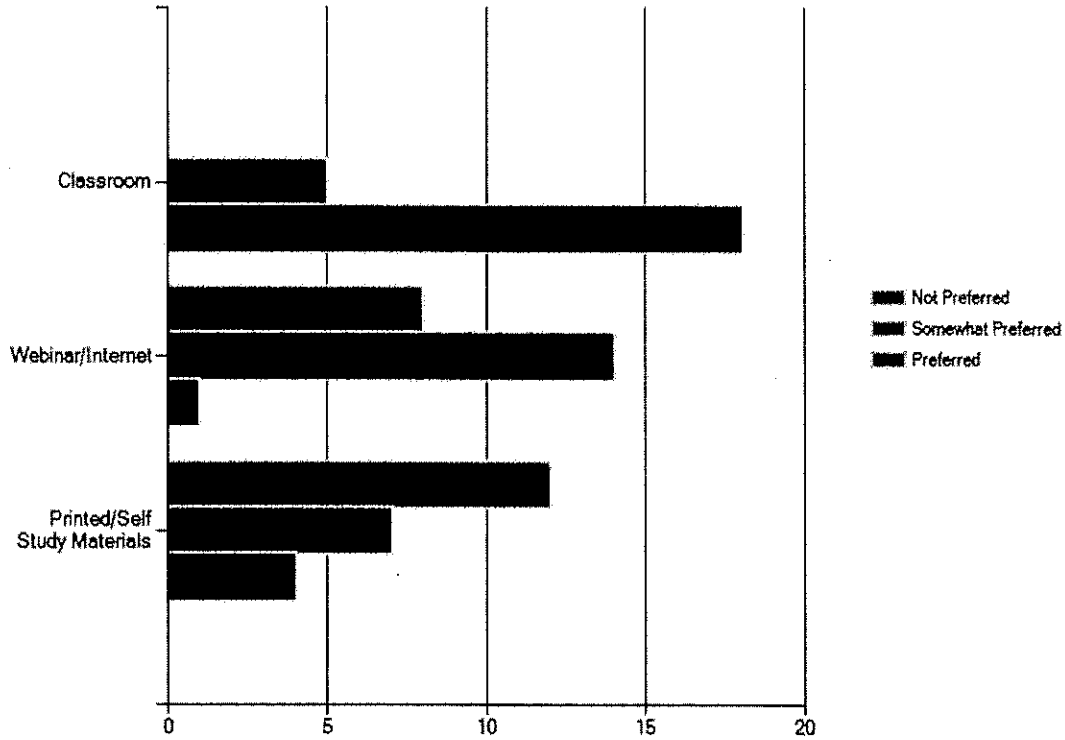


Legend:
- Not Preferred
- Somewhat Preferred
- Preferred

## Please select the most desirable day(s) of the week for you to attend training programs.
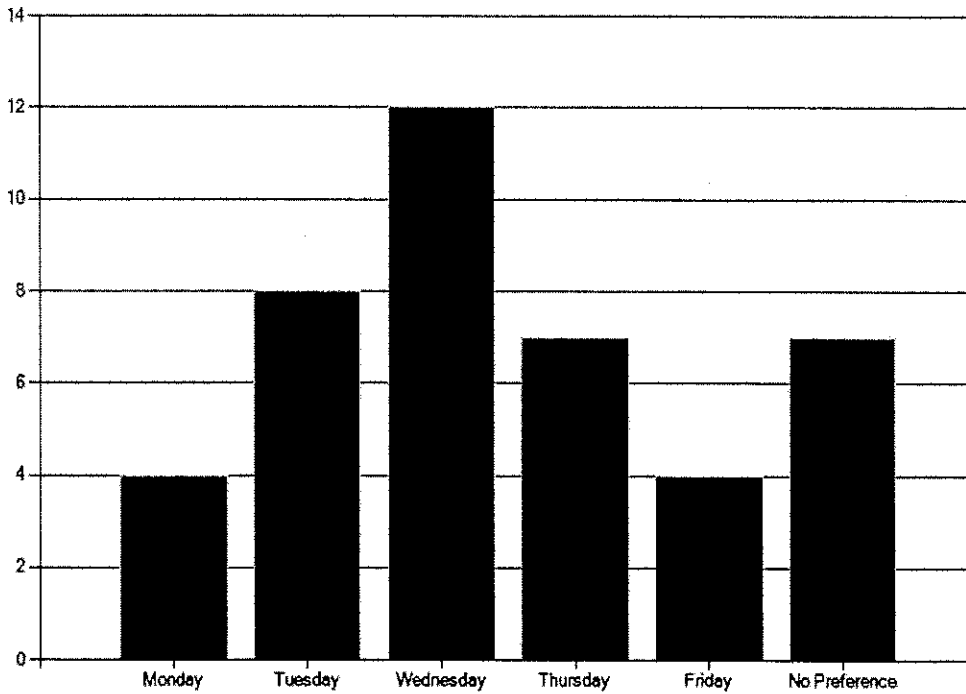
## In which area/region do you primarily work?
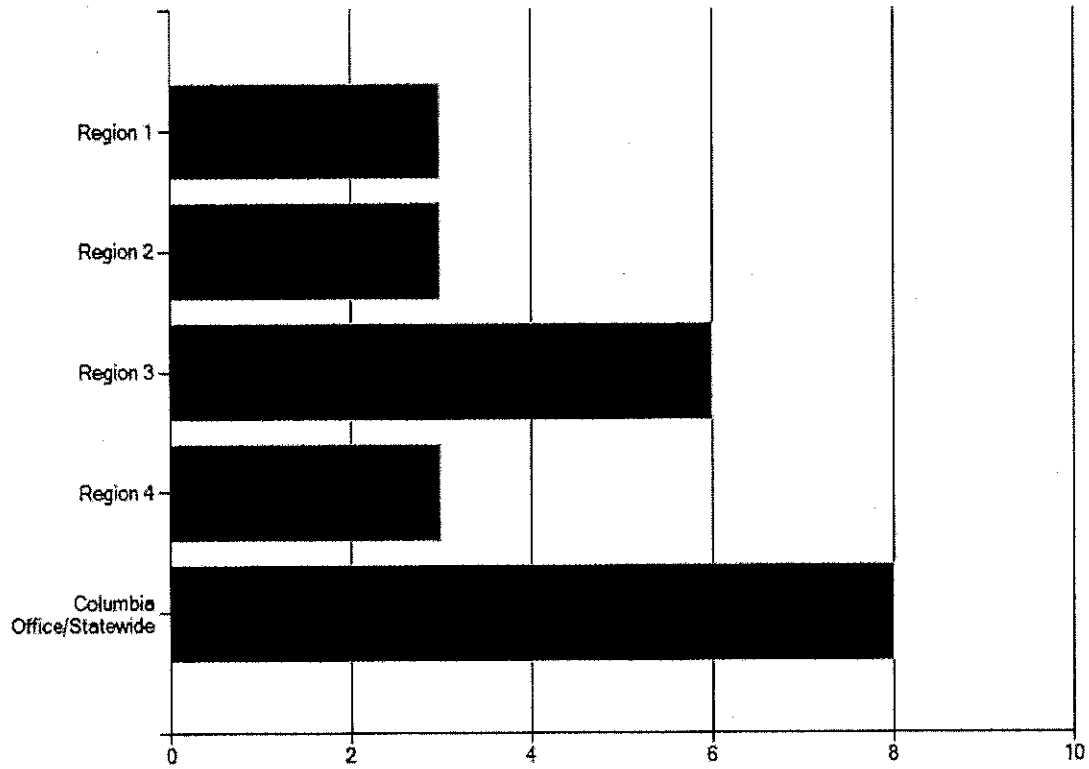


## How long have you been employed by SCDNR?
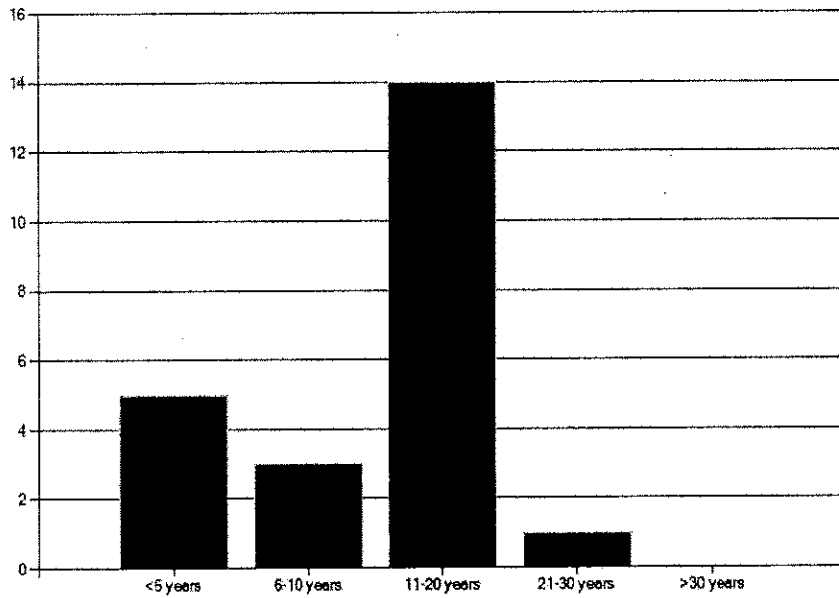
# Wildlife and Freshwater Fisheries

# Training Assessment Report

**In which of the areas listed below would YOU like to receive additional training? Please select your top 3.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Supervisory/Manager Skills | 23.5% | 8 |
| Leadership Skills | 26.5% | 9 |
| Technology and Computer Skills | 47.1% | 16 |
| Hiring and Recruitment | 0.0% | 0 |
| Sexual Harassment | 2.9% | 1 |
| Presentation Skills | 11.8% | 4 |
| Strategic Planning/Organizational Skills | 26.5% | 9 |
| Conflict Management | 8.8% | 3 |
| Customer Service | 0.0% | 0 |
| Performance Management/EPMS Training | 8.8% | 3 |
| Progressive Discipline | 2.9% | 1 |
| Grievance Procedures | 0.0% | 0 |
| Technical Training Specific to Career Field | 82.4% | 28 |
| SCEIS and Timesheets | 17.6% | 6 |
| Procurement | 11.8% | 4 |
| Hiring and Firing Procedures | 2.9% | 1 |
| Workplace Violence | 0.0% | 0 |
| Workplace Safety/OSHA Requirements | 14.7% | 5 |
| *answered question* | | **34** |
| *skipped question* | | **0** |
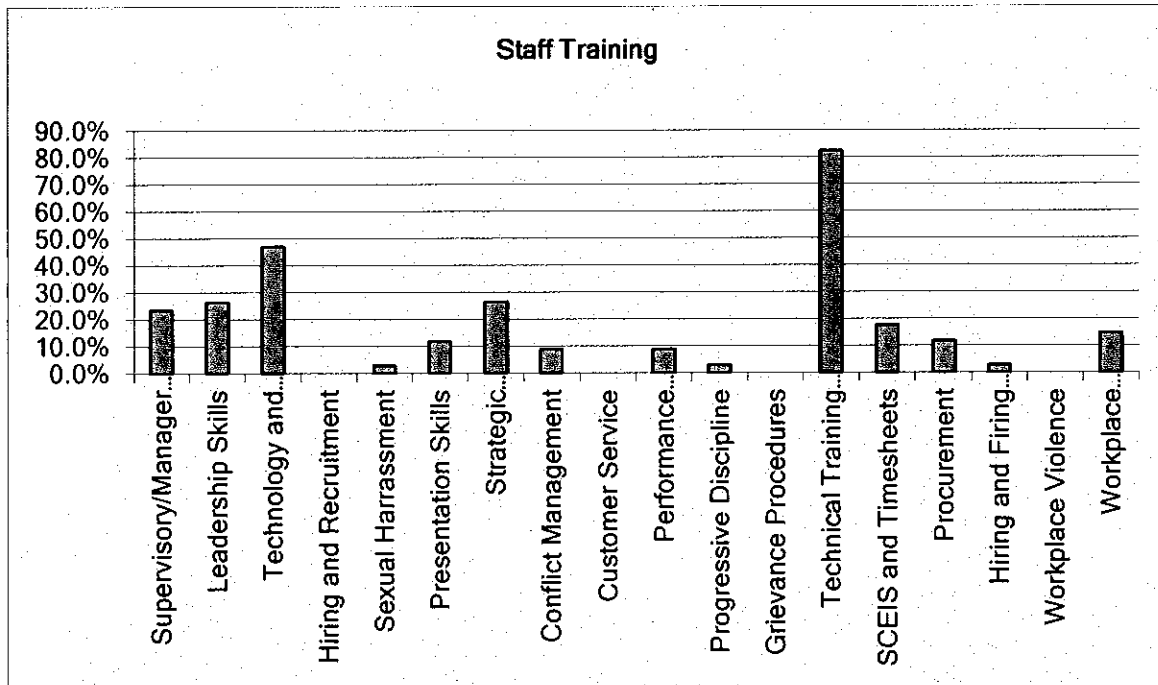


Staff Training

**What are the 3 most important TECHNICAL training needs that you would identify for your work unit or division?**

advances in small impoundment management
ArcGIS
Basic GIS training
Basic GPS training
Beginners boat operation / maintenance
Black bear/wildlife nuisance resolution
boat maintenance and procedures

BOAT MOTOR MAINTENANCE
BOAT TRAILER MAINTENANCE
Cat 5 pesticide certification
CDL training & certification
Chainsaw use/safety/tree felling techniques
computer
Computer skills
computer skills
DLEO training and proper equipment
ecological modeling opportunities
Electrical components troubleshooting
electrofishing boat operation
Electrofishing safety and methodology
Electronics / electrical knowledge training

erosion control
EXCEL
Fire Pumper school
Fish Disease Diagnosis
fish health classes
Fish Identification
Forestry Applications
Geographic Information Systems advanced training
opportunities
GIS - intro for new users
GIS/ArcView
GIS/GPS training
Graphics software advanced training
Herbicide Application
herbicide applications
hydroacoustics applications
Interpretation of Fisheries Data
limnology, fish biology and ecology training
opportunities
Methodology
Microsoft office (Word, Excel, Access)
Orienteering
Outboard engine maintenance and repair
Outboard motor repair and maintenance
Pesticide Applications
Pesticide training

prescribed burning training
Prescribed Fire
Prescribed Fire Management
Prioritization and Time Management
procurement training that staff can understand
RCW banding training
road maint.
Safety in operation of Agricultural and Heavy
Equipment
SCEIS
sceis and timesheets
SCEIS Procurement
SCEIS Time Sheets
SMALL ENGINE MAINTENANCE
Species Identification
Spreadsheet and database training
Statistics
Statistics
Technical Paper writing
Technical training specific to career field
Technology and computer skills
Timber Management
varies due to wide variety of job duties in this
Region
Water Quality Assessment
wetland delineation
wetland laws/field delineation/forestry bmps
Wetlands and Environmental Permitting
wildlife survey/population estimation techniques
WORD

Workplace safety

**Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.**

NOT FOR MY POSITION ONLY   certain staff need specific training ex. wetland delineation training, permitting, DLEO staff needs proper training and equipment, capture & immobilization & legal chemicals,
Water quality assessment
Radio tag implantation techniques in fish
BVET or GIS survey techniques
DLEO training- defensive tactics, handcuffing, shooting techniques, car stops
Wetlands ID/Delineation/environmental permitting
OSHA requirements, ADA requirements
 ATV safety & operation
 timber inventory/measurement/cruising
heavy equipment use/maintenance/safety/operation
Public management courses
First Aid/CPR
Training from State Office of Human Resources and Budget & Control Board specifically concerning budgets and financial operations of the state.
With limited resources onsite, we cannot determine many fish diseases and must ship them to Auburn University for diagnosis. When the state and agency's budget improves, it would be ideal if our staff could take coldwater fish disease training so that perhaps we could obtain the necessary equipment to do any diagnosis onsite.
It would be most beneficial if I could enter and track requisitions, FPRs, etc. for Region 1, as well as have the ability to monitor specific account balances and ledger transactions
The agency previously offered small classes on boat and motor maintenance. I came into the agency after they had stopped this. It would be awesome to know what to do in certain situations if you are on the water and something happens to the motor; more of a trouble-shooting class on boats and motors.
Stress Management
Various "Continuing Education" courses from Universities/Extension Services such as Clemson, UGA, Auburn, etc.; Seminars/Conferences from professional organizations such as The Wildlife Society, Society of American Foresters, Partners in Flight, National Bobwhite Technical Committee, Quality Deer Management Association, Native Plant Societies/Exotic Pest Plant Councils, Prescribed Fire Councils, etc.
Staff needs to attend professional meetings to stay up-to-date with current techniques and engaged in innovation for their production techniques.
For example:
SC Chapter of American Fisheries Society Meeting
SC Carolina Aquatic Plant Management Meeting
Use of pivot tables in Excel, Intro to GIS, Experimental design and sample size, Mussel identification workshop
Pond management, Aquatic vegetation
living in today's world with a very limited income
outboard engine repair and maintenance training
GIS skills would have been very useful in several instances. I just don't have the basic knowledge to make a map and without GIS support staff in the regional HUB office those needs go unfulfilled.
Time management and prioritization in times of reduced resources.
While training is key to the success of an employee, I think isolation from co-workers and colleagues from other agencies can just as detrimental as no training.  The exchange of information and ideas allows employees to view challenges in different ways and find possibly a better resolution.  No biologist/technician meetings, no regional meetings, or professional meetings (even those that meet every other year) will eventually cause alienation between staff.  Teamwork that used to be prevalent in DNR is a rarity now.
hatchery manager classes

## What is your preference for the following training delivery methods?
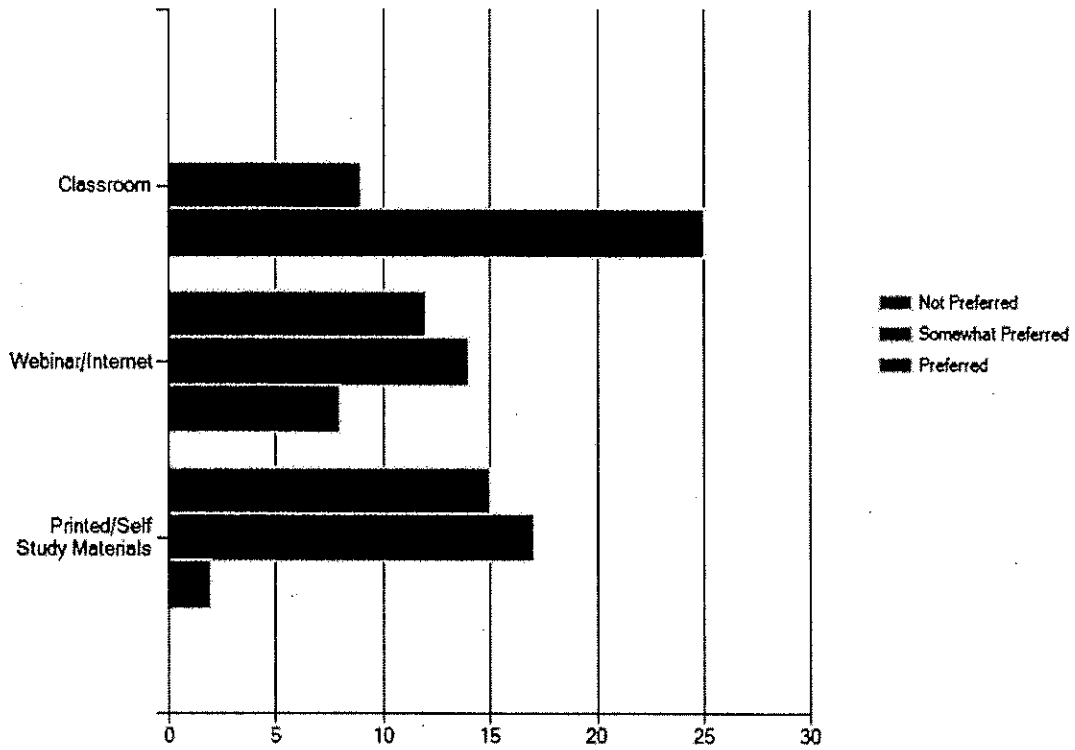


Legend:
- Not Preferred
- Somewhat Preferred
- Preferred

## Please select the most desirable day(s) of the week for you to attend training programs.
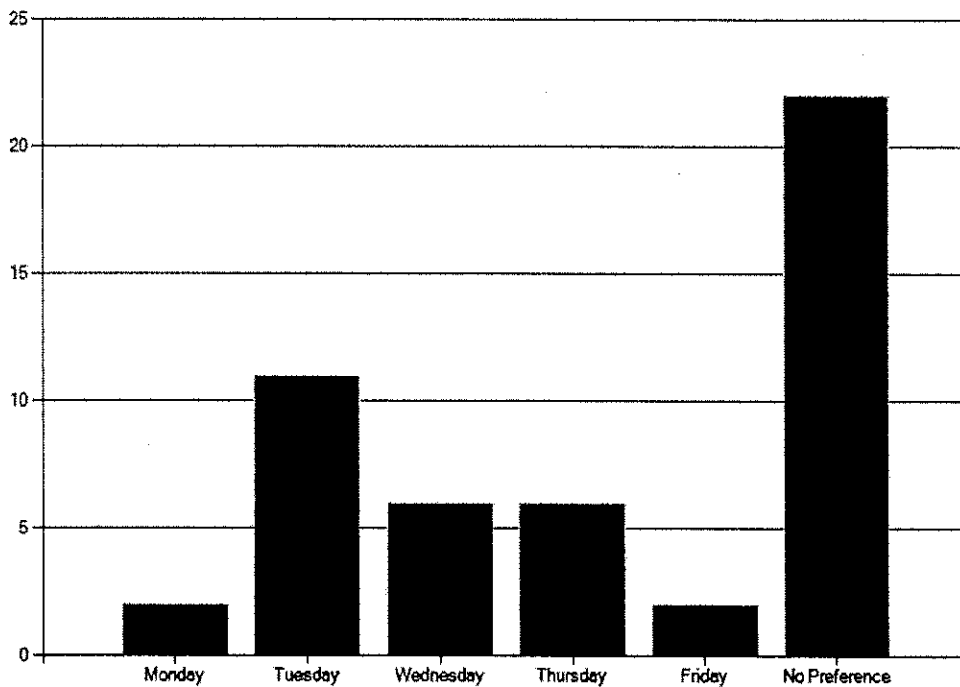
## In which area/region do you primarily work?
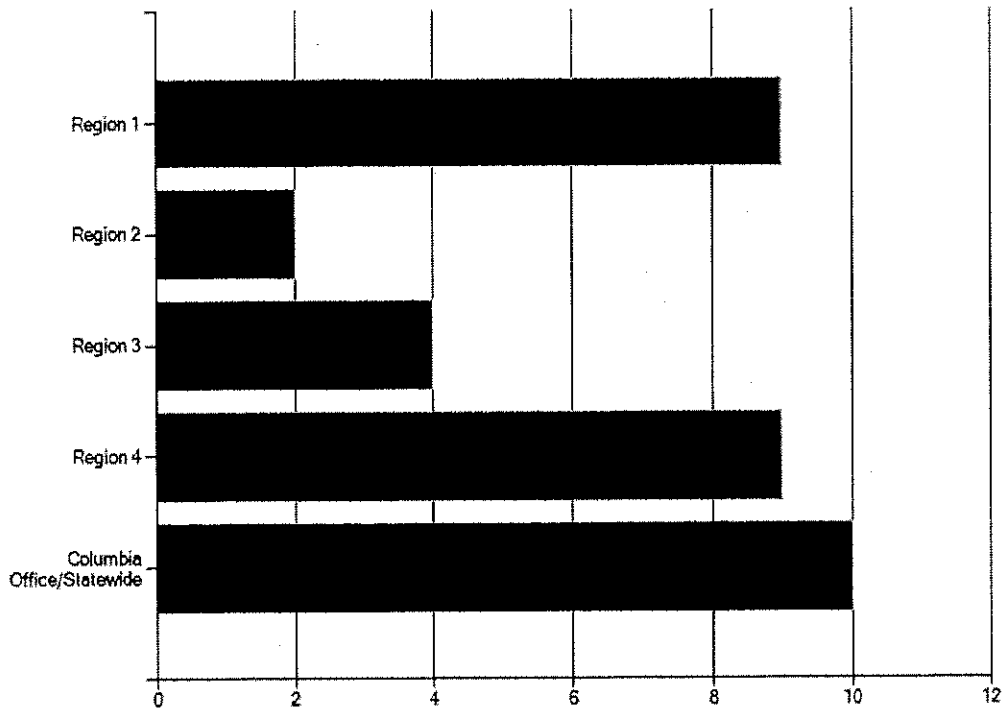


## How long have you been employed by SCDNR?
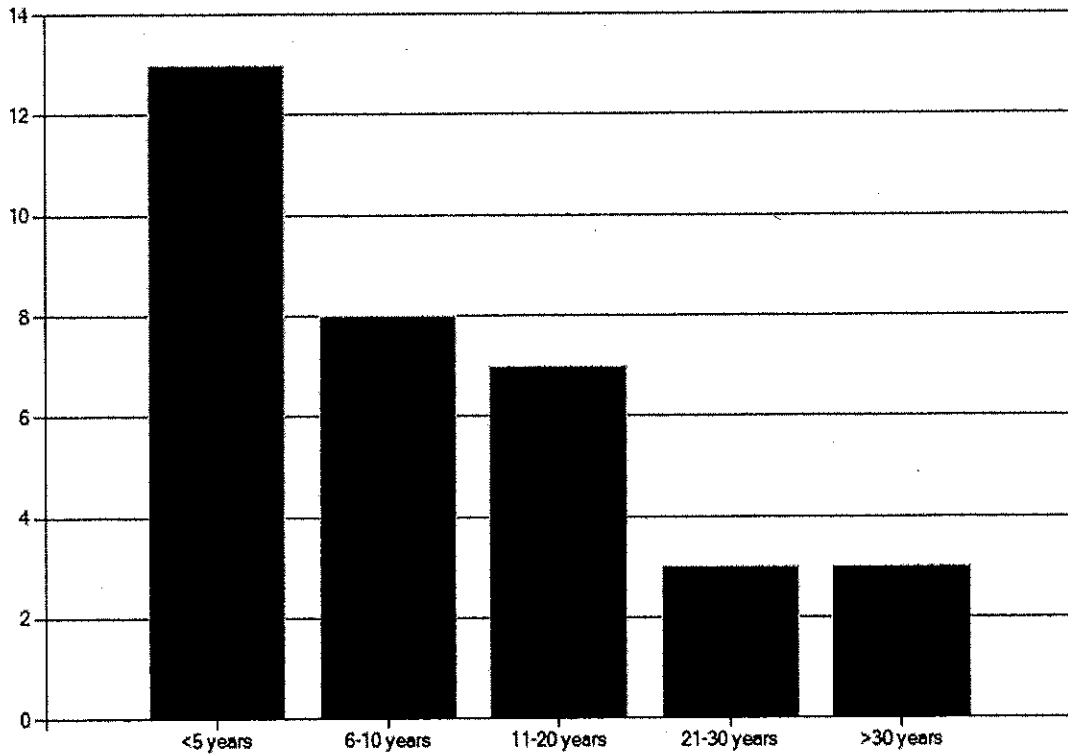
# Land Water and Conservation

# Training Assessment Report

**In which of the areas listed below would YOU like to receive additional training? Please select your top 3.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Supervisory/Manager Skills | 20.0% | 2 |
| Leadership Skills | 30.0% | 3 |
| Technology and Computer Skills | 80.0% | 8 |
| Hiring and Recruitment | 0.0% | 0 |
| Sexual Harassment | 0.0% | 0 |
| Presentation Skills | 20.0% | 2 |
| Strategic Planning/Organizational Skills | 20.0% | 2 |
| Conflict Management | 0.0% | 0 |
| Customer Service | 0.0% | 0 |
| Performance Management/EPMS Training | 10.0% | 1 |
| Progressive Discipline | 0.0% | 0 |
| Grievance Procedures | 0.0% | 0 |
| Technical Training Specific to Career Field | 60.0% | 6 |
| SCEIS and Timesheets | 0.0% | 0 |
| Procurement | 0.0% | 0 |
| Hiring and Firing Procedures | 0.0% | 0 |
| Workplace Violence | 0.0% | 0 |
| Workplace Safety/OSHA Requirements | 10.0% | 1 |
| | *answered question* | 10 |
| | *skipped question* | 0 |
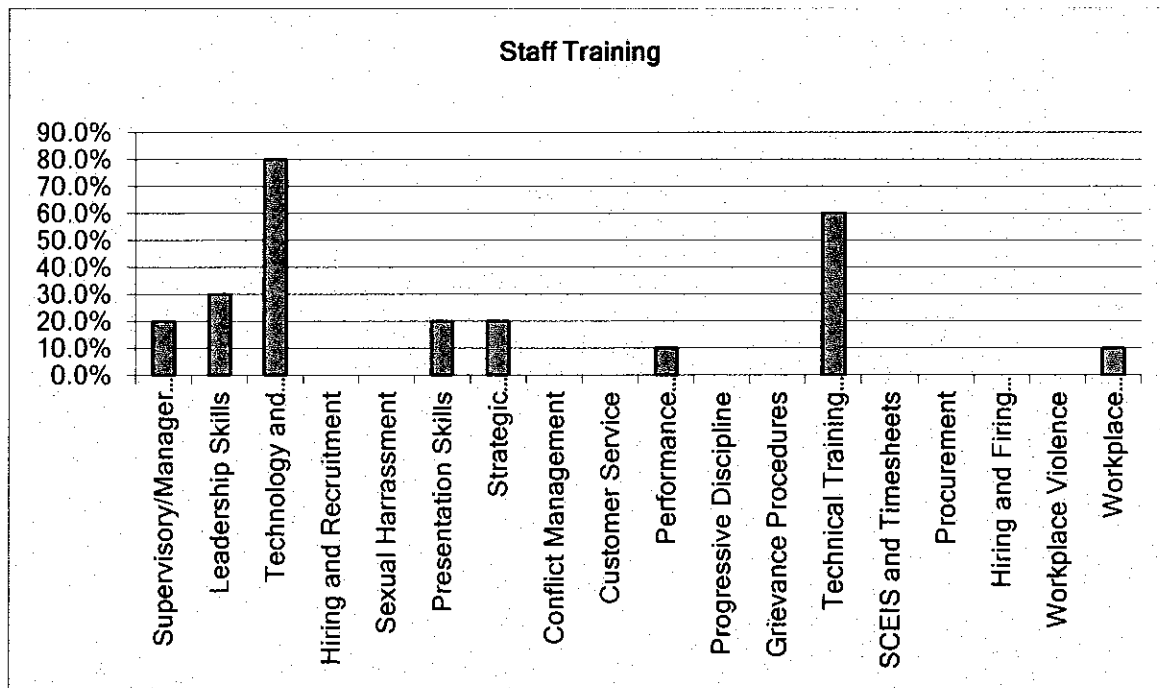


Staff Training

**What are the 3 most important TECHNICAL training needs that you would identify for your work unit or division?**

ARCVIEW GIS
Attending meetings
Climate Change
Data acquisition / data management
Data entry standards and file management protocol
database programming
Efficient data entry procedures that reduce repeated effort
Field ID of SC native animals
Finding Grants, Getting Grants, Writing Grants
GIS training
GIS: ArcMap
Grant Writing training
Herbicide application CEU's
HTML
integration of web and database functions
Oracle
Sampling & statistics for field botany / ecology
SQL query writing
Staying current with technology and trends
Use of mobile mapping applications and GPS
web programming
Workshops and field trips in my specialty

**Q3. Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.**

Attend meetings, interact with other scientists, researchers, keeping up with the literature.
We need the means to record field survey data in realtime and propagate these records digitally for use in various datasets/databases without repeat keystroking.
I believe we are going to need in-house training on climate change issues, impacts and adaptation if it is going to be embraced by staff as an agency priority.
UCAR COMET Online MET Courses

## What is your preference for the following training delivery methods?
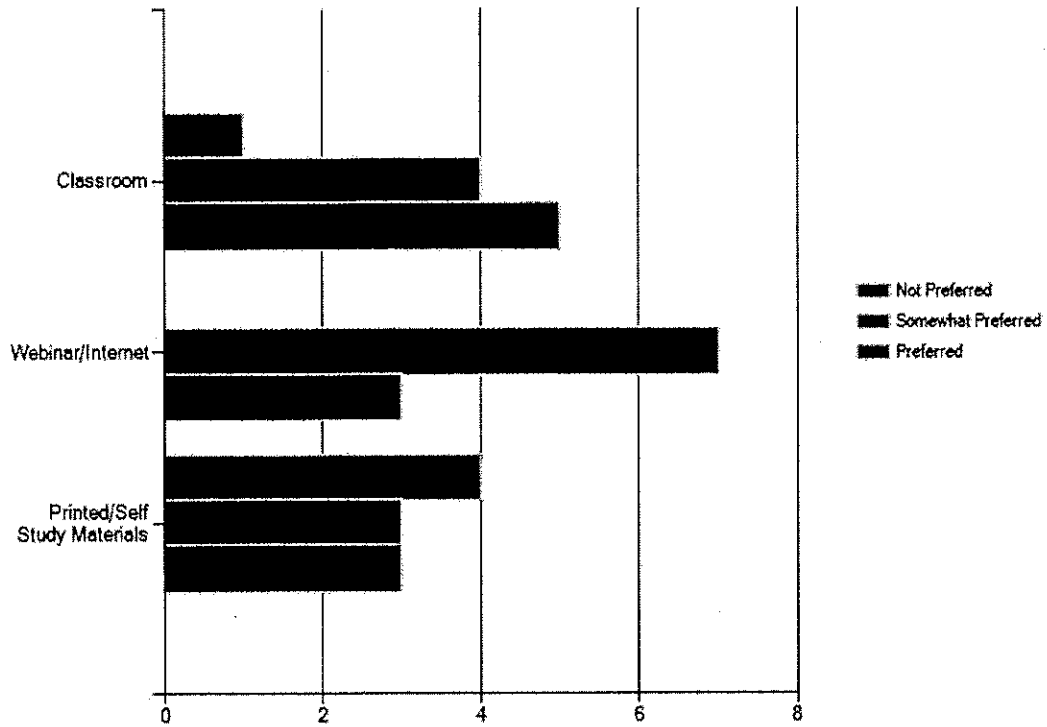


Legend: Not Preferred, Somewhat Preferred, Preferred

## Please select the most desirable day(s) of the week for you to attend training programs.
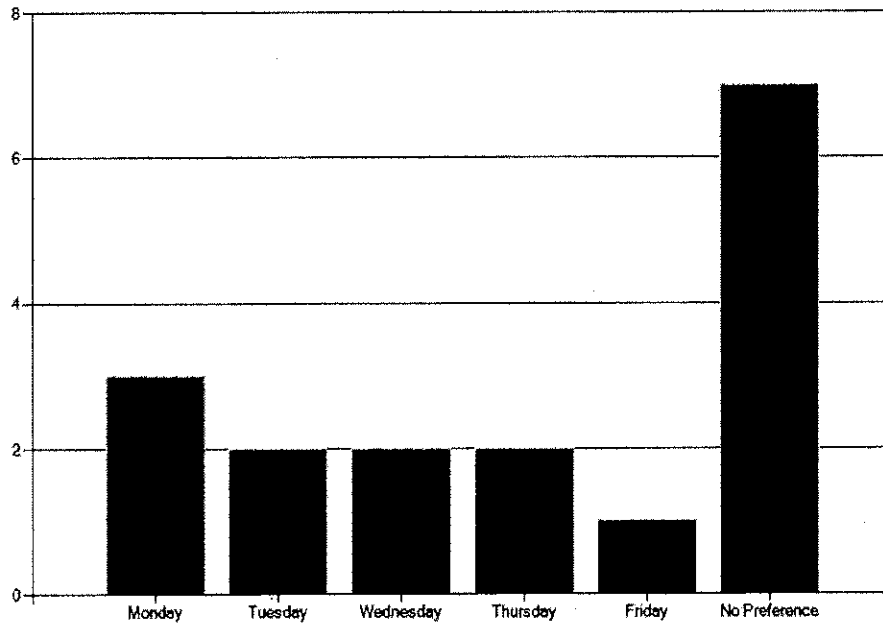
## In which area/region do you primarily work?
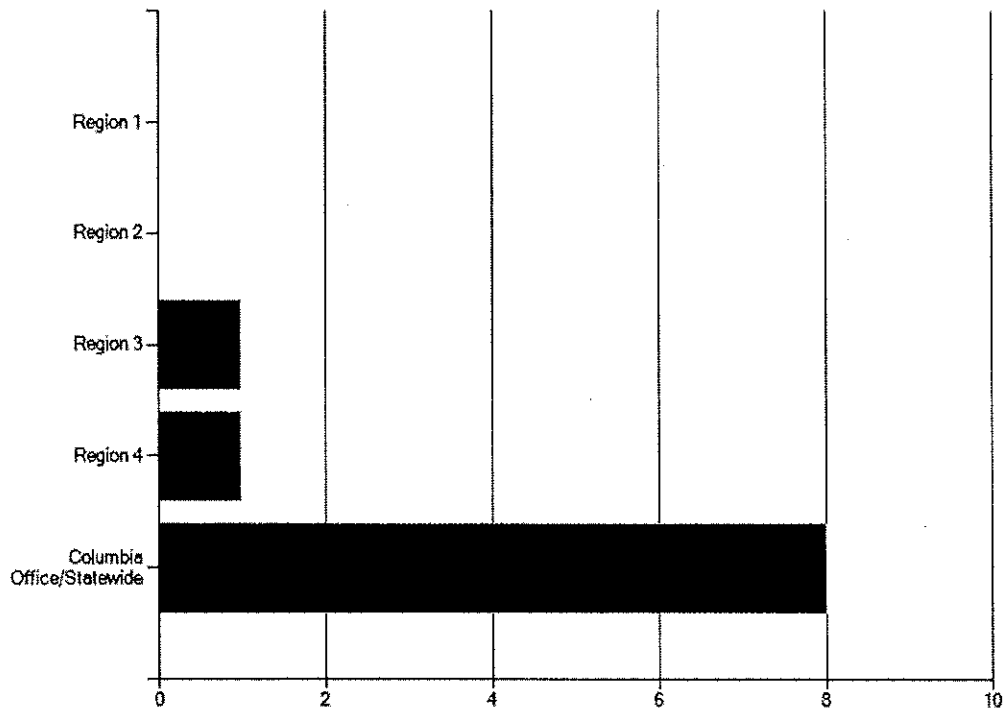


## How long have you been employed by SCDNR?
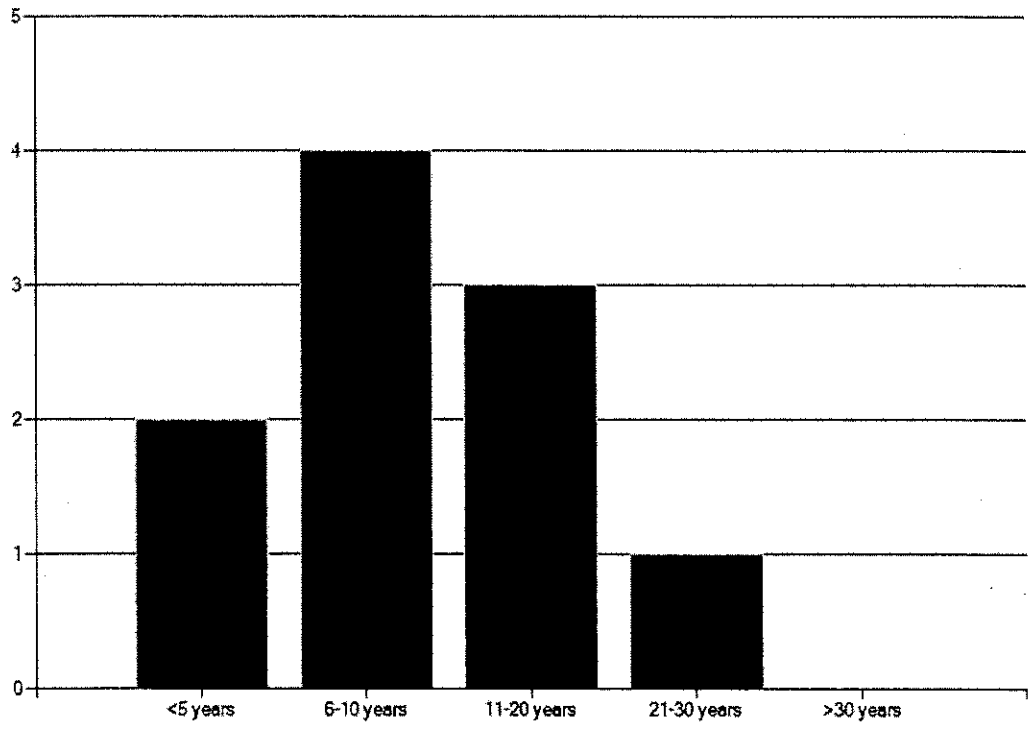
| SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES HUMAN RESOURCES POLICY | |
|---|---|
| POLICY #: 705.05 | Page 1 of 9 |
| SUBJECT: Drug and Alcohol Testing Policy and Procedures | Revised: July 23, 2014 |

THE LANGUAGE USED IN THIS DOCUMENT DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY. THIS DOCUMENT DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR ENTITLEMENTS. THE AGENCY RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.

## STATEMENT OF POLICY

Alcohol and drug abuse cause health, safety and security problems. The use of illegal drugs, besides being unlawful, is incompatible with the Substance Abuse policy and undermines public confidence in the Department of Natural Resources (Department). In this regard, the Department establishes drug testing policies and procedures to test for illegal drug use by employees in positions identified as sensitive and for alcohol and drug use by any employee when a reasonable suspicion exists that illegal drugs or alcohol are being used on duty or that drug or alcohol related job impairment exists. The procedures set forth in this policy for reasonable suspicion testing should be followed for all employees.

I. **Introduction**

The positions identified for testing and terminology are defined in this section.

A. Safety Sensitive Positions

Employees whose job duties require a Commercial Driver's License (CDL) are required by federal law (49 CFR Part 40) to undergo drug and alcohol testing as of January 1, 1996. Employees whose job duties require a U.S. Coast Guard License (CGL) are also required by federal law (33 CFR Part 95 and 46 CFR Part 16) to undergo drug and alcohol testing. To comply with these federal laws, the Department is establishing this drug and alcohol testing policy and concurrent procedures. In addition, the Department has determined that those employees who carry law enforcement commissions also must undergo drug and alcohol testing as outlined in this policy.

B.     All Employees

Includes employees who occupy Full Time Equivalent, Temporary Grant, Time-Limited Project and Temporary (hourly) positions.

C.     Definitions/Roles

1.   Applicant: Any applicant for a position requiring a Commercial Driver's License (CDL), a U.S. Coast Guard License (CGL) and those who carry a law enforcement commission.

2.   Covered Employee: Any employee in a position requiring a Commercial Driver's License (CDL), a U.S. Coast Guard License (CGL) and those who carry a law enforcement commission.

3.   Drug Test Administrator (DTA): An individual designated by each Deputy Director who is responsible for administering the drug and alcohol testing procedures.

4.   Human Resources Director (HRD) or his/her designee: Coordinates the development of procedures related to drug and alcohol testing, coordinates with the Companion Benefit Alternatives or Job Retention Services for assessment, assists Deputy Directors in interpreting the disciplinary policy, and works with the DTA to coordinate testing.

5.   Medical Review Officer (MRO): A physician who interprets and evaluates an individual's confirmed positive test result with his or her medical history and any other information to determine whether there is an alternative explanation. The testing laboratory will provide the MRO service.

6.   Reasonable Suspicion Testing: **This applies to all employees.** Substance abuse testing based on a belief that an employee is using or has used drugs or alcohol in violation of the policy of the Department drawn from specific objective and articulate facts and reasonable inferences drawn from the facts in light of experience. Among other things, the facts and inferences may be based upon, but not limited to, the following:

   • Observable phenomena while at work such as direct observation of

substance abuse or of the physical symptoms or manifestations or being impaired due to substance abuse.

- Abnormal conduct or erratic behavior while at work or a significant deterioration in work performance.
- A report of substance abuse provided by a reliable and credible source.
- Evidence that an individual has tampered with any substance abuse test during his or her employment with the Department.
- Information that an employee has caused or contributed to an accident while at work.
- Evidence that an employee has used, possessed, sold, solicited, or transferred drugs while working or while on the premises of the Department or while operating the Department's vehicle, machinery or equipment.

7. Refusal to Submit:

- Unjustified failure to appear for testing or refusal to provide a specimen within three hours of request.
- Attempts to alter or substitute the specimen provided will also be deemed a refusal to undergo testing.
- Refusal to sign the required forms or refuses to cooperate in the testing process in such a way that prevents completion of the test.
- A refusal to submit or otherwise participate in testing will be grounds for disciplinary action.

II. **Scope of Testing**

Types of drugs to be tested include cannabinoids (THC), cocaine, amphetamines, opiates, phencyclidine (PCP) and alcohol. The drug and alcohol testing program consists of the following:

- Pre-employment testing
- Random testing
- Reasonable suspicion
- Post accident testing
- Voluntary testing

A.    Pre-Employment Testing

When pre-employment testing is appropriate, the Division DTA will coordinate applicant testing with the Human Resources Office. The Division DTA and the Division Deputy Director will ensure written consent is received by the applicant in positions requiring a CDL and/or CGL and must request information from all DOT-regulated employers for whom the candidate had worked within the previous two years. Applicants will be notified that they are required to report to a facility at a given date and time and submit to a drug screening test. The division DTA will notify covered applicants of the date and time of the test.

Any applicant shall be disqualified from further consideration for employment, if

1.  the applicant refuses to submit to a required drug test; or

2.  a confirmed positive drug test indicating drug use prohibited by this policy exists.

B.    Random Drug Testing

Covered employees will be randomly selected for testing. The DTA will notify selected employees the morning of the scheduled test, and employees must adjust their personal schedules. If the supervisor verifies that an employee is not available due to an unavoidable work conflict, another employee will be selected. Supervisors will document unavailability of employees for the DTA. Because of the random selection process, some employees may undergo more than one random test in any 12-month cycle.

C.    Reasonable Suspicion

If the supervisor of an employee suspects that employee of abusing drugs or alcohol, that supervisor will gather all information and circumstances leading to and supporting this suspicion. This documentation will be provided to the Division Deputy Director, who will advise the Human Resources Director, or his/her designee, and together they will determine whether this employee should be tested.

If an employee is tested for controlled substance use due to reasonable suspicion, he/she may be suspended pending the results of the test.

The selected employee will be notified in the same manner as in random drug testing.

D.      Post-Accident Testing

All covered employees involved in a serious accident must be tested.  An individual whose order, action, or omission is determined to have caused or contributed to a serious accident is deemed to be involved in the accident.

Employees covered by Coast Guard regulations must be tested after being involved in a "serious marine accident," which is defined by the Coast Guard.  A serious accident for other covered employees will involve property damage, death, or serious bodily injury.

If a federal, state or local law enforcement officer directs an employee to submit to a drug and/or alcohol test at the scene of an accident, it will be the responsibility of the employee to notify his/her supervisor or the Division Deputy Director immediately and provide an incident report.

If an employee is not tested on the scene by law enforcement officials, the employee may be required to submit to drug testing no later than thirty-two (32) hours and/or alcohol testing no later than eight (8) hours after the accident. The Division DTA will be contacted immediately after a serious accident so that specimen collection can be made as soon as possible after the accident.

In the case where an employee is seriously injured and cannot provide a specimen at the time of the accident, he/she must provide the necessary authorization to release information needed to determine the existence of drugs and/or alcohol in his/her system.

The DTA or Division Deputy Director in conjunction with the Human Resources Director will be contacted immediately after an accident under the circumstances described in the above paragraph so that specimen collection can be made as soon as possible after the accident.

Persons involved in serious accidents are prohibited from using alcohol for eight (8) hours after the accident or until tested.

F.      Voluntary Testing

Voluntary testing is provided at an employee's request.  The employee who wishes to be tested may contact the Division DTA or the Human Resources

Director or his/her designee to be tested.

## III.  Collection, Testing and Reporting Procedures

### A.  Laboratory

The laboratory under contract with the Department will collect the specimen and conduct the drug and alcohol testing.  The Division DTA or the Human Resources Office will serve as the primary contacts with the laboratory.

### B.  Medical Information Disclosure

At the time of collection, the donor will confidentially identify to the laboratory personnel any prescription or non-prescription medication ingested in the past several weeks.

### C.  Drug and Alcohol Testing

The laboratory will follow drug and alcohol testing and collection procedures that will insure confidentiality, security, and proper specimen identification and test results.  If an alcohol concentration is discovered at less than 0.02, the test will be considered negative for the purposes of this policy.  The Medical Review Officer at the laboratory will investigate positive test results.  After a positive test result with no alternative explanation, the MRO will provide the Human Resources Office a copy of the laboratory report.   The Human Resources Director will notify the Division Deputy Director of the results and the Deputy Director will inform the employee in writing of the result within five (5) days and advise the employee of the consequences of such results.  An employee who tests positive may request a reanalysis of the specimen by the laboratory.  A third analysis may be conducted at the employee's expense.

## IV.  Record Keeping

The Human Resources Office will be responsible for keeping the results of the lab testing. Results of tests will be kept on file*, but the results of the test will not be disclosed without the prior written consent of the employee except to the MRO and officials

who need the information to administer this policy or to recommend or carry out disciplinary action.

*The Coast Guard requires records to be kept for five years.

The Division Deputy Director and DTA will provide the Human Resources Office with pre-employment DOT drug and alcohol test results for applicants applying for positions requiring a CDL and/or CGL, even if the applicant was not hired.  The Human Resources Office will maintain these records as a part of the vacancy/hiring packet for three (3) years.

## V.    Training and Counseling

The Deputy Director of the Division(s) or the Division DTA will coordinate the training program for supervisors of employees with a job required CGL. Supervisors must be given at least one hour of training on the effects of drug and alcohol use on personal health safety and the work environment, the behavioral indications of drug use/abuse.  The DTA is responsible for maintaining the documentation of the training completed by the employees.

The Companion Benefit Alternatives (CBA) is the state employees' counseling program that offers assessment, short-term counseling, and referral services to employees for a wide range of drug, alcohol and mental health problems that may affect their job responsibilities.  Job Retention Services assessment and assistance is also available through the South Carolina Department of Vocational Rehabilitation (SCDVR).

A supervisor may refer an employee to the CBA or to Job Retention Services through SCDVR.  The service provider will assess the employee and may provide counseling or refer the employee to a rehabilitation or treatment organization.  The supervisor will monitor the progress of employees referred for assessment and/or services both during and after the rehabilitation period.

## VI.    Disciplinary Actions

### A.    Regulations

According to Chapter 33 of Title 46 United States Code, crew members on board a vessel may not perform or attempt to perform any scheduled duties within four (4) hours of consuming alcohol; may not be intoxicated at any

3.  A crew member who refuses to provide a sample should be reported to the nearest Coast Guard Marine Safety/Inspection Office for possible actions against the license and should be removed from duties of safety or navigation operation.

| Division | Position Title | Date Initially Vacant | Posted date and notes | Funded or Unfunded | Comments |
|---|---|---|---|---|---|
| OSS | FISCAL TECHNICIAN II | 5/17/2016 | Posted internally 9/15/17-9/22/17 | F | In HR |
| OSS | PROCUREMENT SPECIALIST II | 8/2/2015 | Req. in HR | F | In HR |
| OSS | ADMINISTRATIVE SPECIALIST II | 4/17/2017 | Posted externally 4/24/17-5/3/17 | F | In HR |
| OSS | ADMINISTRATIVE SPECIALIST II | 10/6/2016 | Posted externally 4/24/17-5/3/17 | F | In HR |
| OSS | ADMINISTRATIVE SPECIALIST II | 6/1/2017 | Posted externally 4/24/17-5/3/17 | F | In HR |
| OSS | ADMINISTRATIVE SPECIALIST II | 10/30/2016 | Posted externally 4/24/17-5/3/17 | F | In HR |
| OSS | ADMINISTRATIVE ASSISTANT | 7/2/2017 | | F | In Division |
| OSS | ADMINISTRATIVE ASSISTANT | 7/2/2017 | | F | In Division |
| OSS | ADMINISTRATIVE SPECIALIST II | 9/21/2017 | Posted internally 10/6/17-10/13/17 | F | In HR |
| OSS | ADMINISTRATIVE SPECIALIST II | 7/2/2017 | Posted externally 4/24/17-5/3/17 | F | In HR |
| OSS | ADMINISTRATIVE SPECIALIST II | 7/2/2017 | Posted externally 4/24/17-5/3/17 | F | In HR |
| OSS | INFORMATION SYSTEMS/BUSINESS ANALYST II | 9/17/2016 | Posted externally 6/1/17-6/15/17 | F | In HR |
| OSS | PROGRAM MANAGER II | 9/17/2016 | | F | In Division |
| OSS | DATABASE ADMINISTRATOR II | 9/4/2012 | Posted externally 11/8/13-12/2/13. Packet CLOSED to access org structure. | U | In Division |
| OSS | IT CONSULTANT I | 9/17/2016 | | F | In Division |
| OSS | IT CONSULTANT I | 11/14/2015 | Posted externally 5/8/17-5/16/17 | F | In HR |
| OSS | ADMINISTRATIVE COORDINATOR II | 6/29/2017 | | F | In Division |
| OSS | ADMINISTRATIVE MANAGER I | 7/1/2017 | Posting prepared. | F | In HR |
| OSS | ACCOUNTANT/FISCAL ANALYST III | 7/8/2017 | Posted externally 9/15/17-9/22/17 | F | In HR |
| OSS | FISCAL TECHNICIAN II | 11/26/2016 | Posted externally 10/6/17-10/13/17 | F | In HR |
| OSS | GRANTS COORDINATOR II | 7/1/2017 | Posted externally 7/12/17-7/26/17 | F | In HR |
| OSS | GRANTS COORDINATOR II | 6/1/2017 | Posted internally 6/16/17-6/23/17. | F | In HR |
| OSS | ACCT/FISCAL ANALYST III | 7/2/2017 | | F | In Division |
| OSS | GRANTS ADMINISTRATOR I | 7/2/2017 | | F | In Division |
| OSS | SR. IT CONSULTANT | 2/18/2017 | Posted internally 3/16/17-3/23/17 | F | In HR |
| OSS | ADMINISTRATIVE SPECIALIST II | 7/2/2016 | | F | In Division |
| OSS | WILDLIFE BIOLOGIST III | 9/17/2016 | Posted internally 10/5/17-10/12/17 | F | In HR |
| Exec. | EXECUTIVE ASSISTANT I | 9/17/2016 | | F | In Division |
| Exec. | ATTORNEY IV | 9/17/2016 | | Partial F | In Division |
| Exec. | ENG/ASSOC ENG II | 1/20/2015 | Posted externally 6/8/16-6/20/16 | F | In HR |
| Exec. | ASSISTANT GEODETIC TECH | 7/15/2017 | | F | In Division |
| Exec. | Associate Geodetic Technician | 9/2/2016 | | F | In Division |
| Exec. | PUBLIC INFORMATION COORDINATOR II | 7/2/2017 | Req. received to post | F | In HR |
| Exec. | PUBLIC INFORMATION DIRECTOR I | 9/2/2017 | | F | In Division |
| Exec. | RISK MANAGEMENT & COMPLIANCE MANAGER I | 10/4/2016 | Posted externally 10/6/17-10/13/17 | F | In HR |
| Exec. | DPTY/DIV DIRECTOR-EXEC COMP | 9/17/2016 | | U | In Division |
| LWC | CLIMATOLOGIST II | 4/29/2017 | Posted externally 8/3/17-8/24/17 | F | In HR |
| LWC | WILDLIFE BIOLOGIST III | 8/13/2016 | Posted internally 10/6/17-10/13/17 | F | In HR |
| LWC | GIS ANALYST | 8/2/2016 | Posted externally 9/1/17-9/25/17 | F | In HR |
| LWC | ARCHAEOLOGIST II | 9/17/2015 | Posted externally 6/20/17-7/5/17 | F | In HR |
| LWC | ARCHAEOLOGIST II | 7/2/2016 | Posted externally 7/17/17-7/31/17 | F | In HR |
| LWC | ARCHAEOLOGIST II | 7/2/2016 | Posted externally 7/17/17-7/31/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER II | 4/17/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LE OFFICER III | 5/2/2016 | | F | In Division |
| LE | LAW ENFORCEMENT OFFICER II | 8/17/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER II | 8/17/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER II | 9/2/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | PRIVATE FIRST CLASS | 9/2/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER I | 9/17/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |

| | | | | | |
|---|---|---|---|---|---|
| LE | LAW ENFORCEMENT OFFICER I | 9/17/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER I | 9/17/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER I | 9/17/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | COMMUNICATIONS SPEC II | 9/17/2016 | Req. in HR | F | In HR |
| LE | COMMUNICATIONS SPEC II | 9/17/2016 | Req. in HR | F | In HR |
| LE | LAW ENFORCEMENT OFFICER I | 9/17/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER II | 9/17/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER II | 10/2/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER I | 12/2/2016 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | COMMUNICATIONS SPEC II | 2/1/2017 | Req. in HR | F | In HR |
| LE | LAW ENFORCEMENT OFFICER II | 2/2/2017 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER II | 2/17/2017 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER II/PFC | 3/4/2017 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LE OFFICER II - PFC | 4/4/2017 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER II/PFC | 4/8/2017 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | PFC - LE OFFICER II | 4/14/2017 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER II | 4/17/2017 | Posted externally 7/10/17-8/7/17 | F | In HR |
| LE | COMMUNICATIONS SPEC II | 4/17/2017 | | U | In Division |
| LE | COMMUNICATIONS SPEC II | 5/3/2017 | Req. in HR | F | In HR |
| LE | COMMUNICATIONS SPEC II | 5/17/2017 | | U | In Division |
| LE | ADMINISTRATIVE ASSISTANT | 6/2/2017 | | F | In Division |
| LE | PFC - LE OFFICER II | 6/2/2017 | | F | In Division |
| LE | LAW ENFORCEMENT OFFICER II | 7/2/2017 | | F | In Division |
| LE | LAW ENFORCEMENT OFFICER III | 7/2/2017 | Posted internally 10/5/17-10/12/17 | F | In HR |
| LE | PFC- LAW ENFORCEMENT OFFICER II | 7/31/2017 | | F | In Division |
| LE | LAW ENFORCEMENT OFFICER II | 8/1/2017 | | F | In Division |
| LE | PFC - LE OFFICER II | 8/1/2017 | | F | In Division |
| LE | LAW ENFORCEMENT OFFICER II | 8/2/2017 | | F | In Division |
| LE | INVESTIGATOR IV | 8/17/2017 | Posted internally 9/15/17-9/22/17 | F | In HR |
| LE | LAW ENFORCEMENT OFFICER III | 8/17/2017 | Posted internally 9/15/17-9/22/17 | F | In HR |
| LE | SUPPLY SPECIALIST III | 9/16/2017 | Posted externally 8/9/17-8/16/17 | F | In HR |
| MRD | WILDLIFE BIOLOGIST III | 11/16/2016 | | F | In Division |
| MRD | NATURAL RESOURCE TECHN III | 9/17/2016 | | F | In Division |
| MRD | WILDLIFE BIOLOGIST III | 7/1/2016 | Posted internally 9/29/17-10/6/17 | F | In HR |
| MRD | ADMINISTRATIVE COORDINATOR I | 8/9/2016 | | F | In Division |
| MRD | GIS MANAGER I | 6/17/2017 | Posted externally 8/9/17-8/23/17 | F | In HR |
| MRD | BLDG/GROUNDS SPEC III | 1/17/2017 | | F | In Division |
| MRD | TRADES SPECIALIST IV | 3/1/2017 | | F | In Division |
| WFF | NATURAL RESOURCE TECHN III | 6/1/2017 | Posted internally 5/17/17-5/24/17 | F | In HR |
| WFF | ADMINISTRATIVE ASSISTANT | 1/1/2017 | | F | In Division |
| WFF | WILDLIFE BIOLOGIST III | 9/17/2016 | Posted externally twice. Two (2) candidates selected declined. Request update to PD and repost externally. Posted 10/19/17-11/9/17 | F | In HR |
| WFF | WILDLIFE BIOLOGIST IV | 6/13/2017 | Posted externally 7/31/17-8/21/17 | F | In HR |
| WFF | NATURAL RESOURCE TECHN III | 9/16/2017 | Posted internally 10/5/17-10/12/17 | F | In HR |
| WFF | NATURAL RESOURCE TECHN II | 9/2/2017 | | F | In Division |
| WFF | WILDLIFE BIOLOGIST II | 6/2/2016 | Posted externally 10/5/17-10/19/17 | F | In HR |
| WFF | TRADES SPECIALIST V | 6/1/2017 | Posted externally 9/28/17-10/12/17 | F | In HR |
| WFF | VEHICLE MAINTENANCE SUPV | 10/5/2017 | | F | In Division |
| WFF | NATURAL RESOURCE TECH II | 8/19/2017 | Posted externally 10/5/17-10/19/17 | F | In HR |
| WFF | WILDLIFE BIOLOGIST IV | 7/2/2016 | | F | In Division |

| | |
|---|---|
| Source 1018 10/16/2017 with updates | |
| Office of Support Services/Executive (OSS) | 36 |

| | |
|---|---|
| Land, Water and Conservation (LWC) | 6 |
| Law Enforcement (LE) | 38 |
| Marine Resources (MRD) | 7 |
| Wildlife and Freshwater Fisheries (WFF) | 11 |
| Total | 98 |

# EXHIBIT H - EXIT INTERVIEW FORMS

## EXIT INTERVIEW QUESTIONAIRE

Name_____ Race/Sex_____ Division/Section_____

Job Title_____ Hire Date_____ Last Day of Employment_____

1. Please indicate your reason for leaving:

2. Did you understand the mission of the agency?  ☐ Yes   ☐ No

3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☐ Yes  ☐ No

4. If yes, was management responsive?   ☐ Yes      ☐ No

5. Were you kept informed regarding changes in policies, procedures, and practices of the agency?   ☐ Yes      ☐ No

6. Would you consider returning to work for this agency? ☐ Yes   ☐ No

7. Were the duties and responsibilities of your position clearly explained to you? ☐ Yes      ☐ No

8. Do you feel you received adequate training to perform your job responsibilities? ☐ Yes      ☐ No

9. Check the one that best describes your workload.
   Too much for one person                                                  ☐

   Occasionally heavy, but just about right most of the time      ☐

   Just right, not really over or under worked                         ☐

   Not enough, did not fully take up my time                         ☐

● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●

Please use the following rating scale in recording your responses in the section below:

1=Excellent           2=Good 3=Fair           4=Poor           5=No Opinion

● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●

| | | | | | |
|---|---|---|---|---|---|
| 1) Communication between myself and the supervisor | 1 | 2 | 3 | 4 | 5 |
| 2) Relationship with my supervisor | 1 | 2 | 3 | 4 | 5 |
| 3) Guidance from my supervisor | 1 | 2 | 3 | 4 | 5 |
| 4) Relationship with co-workers | 1 | 2 | 3 | 4 | 5 |
| 5) Advancement opportunities | 1 | 2 | 3 | 4 | 5 |
| 6) Rate of pay for your job | 1 | 2 | 3 | 4 | 5 |
| 7) Cooperation and teamwork | 1 | 2 | 3 | 4 | 5 |
| 8) Resolving complaints or problems | 1 | 2 | 3 | 4 | 5 |
| 9) Working conditions | 1 | 2 | 3 | 4 | 5 |
| 10) EPMS Program | 1 | 2 | 3 | 4 | 5 |
| 11) Fair and equal treatment | 1 | 2 | 3 | 4 | 5 |
| 12) Agency recognition program | 1 | 2 | 3 | 4 | 5 |
| 13) Communication within the Agency | 1 | 2 | 3 | 4 | 5 |
| 14) Communication within your Division | 1 | 2 | 3 | 4 | 5 |
| 15) Responsiveness of the HR Office | 1 | 2 | 3 | 4 | 5 |
| 16) Agency Training Programs | 1 | 2 | 3 | 4 | 5 |
| 17) Orientation | 1 | 2 | 3 | 4 | 5 |
| 18) State Government Benefits package | 1 | 2 | 3 | 4 | 5 |

● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●

Do you have any suggestions for improving any of the above?

What did you like about your job and the Agency?

What did you dislike about your job and the Agency?

Please provide additional comments or suggestions on the reverse side of this form.

# EXHIBIT I - FEE COMPARISON ACROSS STATES

# Using Information from ONLY Members of the Southeastern Association of Fish and Wildlife Agencies (SEAFWA)

## Resident License Cost
## Summary Page

| State | Freshwater Fishing License | Hunting License | Combo Hunting/Fishing | Turkey Tags** | State Duck Stamp | Annual Saltwater Fishing License | Temporary Saltwater Fishing License | Bear Tags | Last Time Increased | Fee/Tax |
|---|---|---|---|---|---|---|---|---|---|---|
| South Carolina | $10.00 | $12.00 | $25.00 | $0.00 | $5.50 | $10.00 | $5.00 | $25.00 | 1985/86 | fee |
| North Carolina | $15.00 | $25.00 | $20.00 | N/A | $10.00 | $15.00 | $5.00 | $125.00 | 1987 | fee |
| Georgia | $9.00 | $19.00 | $17.00 | N/A | $5.50 | $9.00 | $3.50 | N/A | 2010 | fee |
| Alabama | $12.00 | $24.00 | N/A | N/A | $6.00 | $21.00 | $9.00 | N/A | 2008 | fee |
| Florida | $17.00 | $22.00 | $32.50 | $10.00 | $5.00 | $17.00 | N/A | N/A | 2007/08 | fee |
| Texas | $30.00 | $25.00 | $50.00 | $7.00 | $7.00 | $35.00 | $11.00 | N/A | 2010 | fee |
| Mississippi | $8.00 | N/A | $17.00 | $5.00 | $10.00 | $12.29 | N/A | N/A | prior to 2000 | fee |
| Arkansas | $10.50 | $25.00 | N/A | N/A | $7.00 | N/A | N/A | N/A | 1997 | fee |
| Louisiana | $9.50 | $29.00 | N/A | $5.50 | $5.50 | $5.50 | N/A | N/A | 2001 | fee |
| Virginia | $23.00 | $46.00 | | N/A | $10.00 | $12.50 | $5.00 | N/A | 2011 | fee |
| West Virginia | $24.00 | $34.00 | $35.00 | | N/A | N/A | N/A | $10.00 | 2010 | fee |
| Kentucky | $20.00 | $50.00 | $30.00 | $30.00 | $15.00 | N/A | N/A | $30.00 | 2007 | fee |
| Missouri | $12.00 | $17.00 | $19.00 | $17.00 | $6.00 | N/A | N/A | N/A | 2004 | fee |
| Oklahoma | $25.00 | $52.00 | $53.00 | $10.00 | $10.00 | N/A | N/A | $101.00 | 2003 | fee |
| Tennessee | $28.00 | $56.00 | $28.00 | N/A | $33.00 | N/A | N/A | N/A | 2005 | fee |
| | | | | | | | | | | |
| Average | $16.87 | $31.14 | $29.68 | $10.56 | $9.68 | $15.25 | $6.42 | | | |
| | | | | | | | | | | |
| Recommended | $15.00 | $17.00 | $35.00 | $11.00 | $11.00 | $15.00 | $6.00 | No Change | | |
| | | | | | | | | | | |
| Units Sold 7/1/10 - 6/30/11 | 204,481 | 21,631 | 85,177 | 26,192 | 39,129 | 127,163 | 16,600 | | | |
| | | | | | | | | | | |
| Potential Revenue | $1,022,405.00 | $108,155.00 | $851,770.00 | $288,112.00 | $215,209.50 | $635,815.00 | $16,600.00 | TOTAL POTENTIAL REVENUE | | $3,138,066.50 |

74% of duck hunters already approve of an increase
*Combo License increased from $20 to $25 in 2003
** Based on electronic issued tags
State Duck Stamp category is the potential merger of the Migratory Bird Permit and Duck Stamp to be call the Migratory Game Bird Permit
If Lakes and Reservoir Permit is retained it is suggested to increase from $3 to $5
Shooting Preserve License is suggested to increase from $8.50 to $10
Recommend all temporary fishing (freshwater and saltwater) license have a 5 day duration

rev 7/17/12

**Using Information from ONLY Members of the Southeastern Association of Fish and Wildlife Agencies (SEAFWA)**

## Non-Resident License Cost
## Summary Page

| State | Freshwater Fishing License | Hunting License | Combo Hunting/Fishing | Turkey Tags* | State Duck Stamp | Saltwater Fishing License | Temporary Saltwater Fishing License | Bear Tags | Last Time Increased | Fee/Tax |
|---|---|---|---|---|---|---|---|---|---|---|
| South Carolina | $35.00 | $225.00 | N/A | $0.00 | $5.50 | $35.00 | $11.00 | $100.00 | 2003 | fee |
| North Carolina | $30.00 | $225.00 | N/A | N/A | $10.00 | $30.00 | $10.00 | $125.00 | 1987 | fee |
| Georgia | $45.00 | $295.00 | N/A | N/A | $5.50 | $45.00 | $22.50 | N/A | 2010 | fee |
| Alabama | $46.00 | $275.00 | N/A | N/A | $6.00 | $45.00 | $25.00 | N/A | 2008* | fee |
| Florida | $47.00 | $156.50 | N/A | $125.00 | $5.00 | $47.00 | $30.00 | N/A | 2007/08 | fee |
| Texas | $58.00 | $315.00 | N/A | $126.00 | $7.00 | $63.00 | $16.00 | N/A | 2010 | fee |
| Mississippi | $50.00 | $300.00 | N/A | $20.00 | $15.00 | $34.29 | $18.29 | N/A | prior to 2000 | fee |
| Arkansas | $40.00 | $300.00 | N/A | N/A | $20.00 | N/A | N/A | N/A | 2006 | fee |
| Louisiana | $60.00 | $300.00 | N/A | $20.50 | $25.00 | $30.00 | $17.50 | N/A | 2001 | fee |
| Virginia | $47.00 | $197.00 | N/A | N/A | $10.00 | $25.00 | $10.00 | N/A | 2011 | fee |
| West Virginia | $50.00 | $175.00 | N/A | $32.00 | N/A | N/A | N/A | $172.00 | 2010 | fee |
| Kentucky | $50.00 | $190.00 | N/A | $60.00 | $15.00 | N/A | N/A | N/A | 2007 | fee |
| Missouri | $42.00 | $225.00 | N/A | $190.00 | $6.00 | N/A | N/A | N/A | 2009 | fee |
| Oklahoma | $55.00 | $280.00 | N/A | $10.00 | $10.00 | N/A | N/A | $506.00 | 2011 | fee |
| Tennessee | $41.00 | $251.00 | N/A | N/A | $2.00 | N/A | N/A | N/A | 2005 | fee |
| | | | | | | | | | | |
| Average | $46.40 | $247.30 | N/A | $64.83 | $10.14 | $39.37 | $17.81 | | | |
| | | | | | | | | | | |
| Recommended | $40.00 | No change | No change | $16.00 | $16.00 | $40.00 | $16.00 | No change | | |
| | | | | | | | | | | |
| Units Sold 7/1/10 - | 20,414 | 12,382 | N/A | 2,777 | 2,795 | 12,821 | 62,253 | | | |
| | | | | | | | | | | |
| Potential Revenue | $102,070.00 | | | $44,432.00 | $29,347.50 | $64,105.00 | $311,265.00 | TOTAL POTENTIAL REVENUE | | $551,219.50 |

*South Carolina - Nonresidents are required to purchase a $100 Big Game Permit for deer or turkey hunting number based on electronic issued tags
State Duck Stamp category is the potential merger of the Migratory Bird Permit and Duck Stamp to be call the Migratory Game Bird Permit
Shooting Preserve License is suggested to increase from $8.50 to $10
Recommend all temporary fishing (freshwater and saltwater) license have a 5 day duration

rev 7/17/12

| South Carolina | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | State Hunting License | $12.00 | State Hunting License | $125.00 |
| | Big Game Permit | $6.00 | Big Game Permit | $100.00 |
| | | | | |
| Turkey | State Hunting License | $12.00 | State Hunting License | $125.00 |
| | Big Game Permit | $6.00 | Big Game Permit | $100.00 |
| | | | | |
| Bear | State Hunting License | $12.00 | State Hunting License | $125.00 |
| | Big Game Permit | $6.00 | Big Game Permit | $100.00 |
| | Bear Tag | $25.00 | Bear Tag | $100.00 |
| | | | | |
| Duck Stamp | | $5.50 | | $5.50 |
| | | | | |
| Combo | | $25.00 | N/A | |
| | | | | |
| Freshwater Fishing | | $10.00 | | $35.00 |
| | | | | |
| Saltwater Fishing | Annual Resident License | $10.00 | Annual Nonresident License | $35.00 |
| | Temporary Resident (14 day @.36 per day | $5.00 | Temporary Nonresident (14-day @ .78 per day) | $11.00 |

| North Carolina | | | | | |
|---|---|---|---|---|---|
| | Resident | | | Nonresident | |
| License | Requirements | Fee | Requirements | | Fee |
| Hunting (Antlered Deer) | State Hunting License | $15.00 | State Hunting License | | $125.00 |
| | Big Game Privilege | $10.00 | Big Game Privilege | | $100.00 |
| | | | | | |
| Turkey | State Hunting | $15.00 | State Hunting | | $125.00 |
| | Big Game Privilege | $10.00 | Big Game Privilege | | $100.00 |
| | | | | | |
| Bear | State Hunting | $15.00 | State Hunting | | $125.00 |
| | Big Game | $10.00 | Big Game | | $100.00 |
| | | | Bear/Wild Boar Hunting | | $125.00 |
| | | | | | |
| Duck Stamp | | $10.00 | | | $10.00 |
| | | | | | |
| Combo | | $20.00 | | | N/A |
| | | | | | |
| Freshwater Fishing | | $15.00 | | | $30.00 |
| | | | | | |
| Saltwater Fishing | Annual Resident License | $15.00 | Annual Nonresident License | | $30.00 |
| | Temporary Resident (10-day @ .50 per day) | $5.00 | Temporary Nonresident (10-day @ 1.00 per day) | | $10.00 |

| Georgia | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | Hunting | $10.00 | Hunting & Fishing | $100.00 |
| | Big Game | $9.00 | Big Game | $195.00 |
| | | | | |
| Turkey | Hunting | $10.00 | Hunting & Fishing | $100.00 |
| | Big Game | $9.00 | Big Game | $195.00 |
| | | | | |
| Bear | Hunting | $10.00 | Hunting & Fishing | $100.00 |
| | Big Game | $9.00 | Big Game | $195.00 |
| | | | | |
| Duck Stamp | | $5.50 | | $5.50 |
| | | | | |
| Combo | | $17.00 | | $100.00 |
| | | | | |
| Freshwater Fishing | | $9.00 | | $45.00 |
| | | | | |
| Saltwater Fishing | Annual Resident | $9.00 | Annual Nonresident | $45.00 |
| | Temporary Resident (1-day @ 3.50 per day) | $3.50 | Temporary Nonresident (3-day @ 7.50 per day) | $22.50 |

| Alabama | | | | | |
|---|---|---|---|---|---|
| | Resident | | | Nonresident | |
| License | Requirements | Fee | Requirements | | Fee |
| Hunting (Antlered Deer) | All Game Hunting | $24.00 | All Game Hunting | | $275.00 |
| Turkey | All Game Hunting | $24.00 | All Game Hunting | | $257.00 |
| Bear | N/A | | N/A | | |
| Duck Stamp | | $6.00 | | | $6.00 |
| Combo | N/A | | N/A | | |
| Freshwater Fishing | | $12.00 | | | $46.00 |
| Saltwater Fishing | Annual Resident | $21.00 | Annual Nonresident | | $45.00 |
| | Temporary Resident (7-day@1.28 per day) | $9.00 | Temporary Nonresident (7-day@3.50 per day) | | $25.00 |

| Florida | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | Annual Hunting | $17.00 | Annual Hunting | $151.50 |
| | Deer Permit | $5.00 | Deer Permit | $5.00 |
| | | | | |
| Turkey | Annual Hunting | $17.00 | Annual Hunting | $151.50 |
| | Turkey Permit | $10.00 | Turkey Permit | $125.00 |
| | | | | |
| Bear | N/A | | N/A | |
| | | | | |
| Duck Stamp | | $5.00 | | $5.00 |
| | | | | |
| Combo | | $32.50 | N/A | |
| | | | | |
| Freshwater Fishing | | $17.00 | | $47.00 |
| | | | | |
| Saltwater Fishing | Annual Resident | $17.00 | Annual Nonresident | $47.00 |
| | | | Temporary Nonresident (7-day@4.28 per day) | $30.00 |

| Texas | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | Resident Hunting | $25.00 | Nonresident General Hunting | $315.00 |
| | | | | |
| Turkey | Upland Game Bird Stamp Endorsement | $7.00 | Nonresident Spring Turkey License | $126.00 |
| | | | | |
| Bear | N/A | | N/A | |
| | | | | |
| Duck Stamp | | $7.00 | | $7.00 |
| | | | | |
| Combo | | $50.00 | | |
| | | | | |
| Freshwater Fishing | | $30.00 | | $58.00 |
| | | | | |
| Saltwater Fishing | Annual Resident | $35.00 | Annual Nonresident | $63.00 |
| | Temporary Resident (1-day @ 11.00 per day) | $11.00 | Temporary Nonresident (1-day @ 16.00 per day) | $16.00 |

| Mississippi | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | All Game Hunting/Freshwater Fishing | $17.00 | All Game Hunting | $300.00 |
| | | | | |
| Turkey | All Game Hunting/Freshwater Fishing | $17.00 | All Game Hunting | $300.00 |
| | Turkey Permit | $5.00 | Turkey Permit | $20.00 |
| | | | | |
| Bear | N/A | | N/A | |
| | | | | |
| Duck Stamp | | $10.00 | | $15.00 |
| | | | | |
| Combo | | $17.00 | | |
| | | | | |
| Freshwater Fishing | | $8.00 | | $50.00 |
| | | | | |
| Saltwater Fishing | Annual Resident | $12.29 | Annual Nonresident | $34.29 |
| | | | Temporary Nonresident (3 day@ 6.10 per day) | $18.29 |

Law Enforcement and Criminal Justice Subcommittee
November 30, 2017

| Arkansas | | | | | |
|---|---|---|---|---|---|
| | Resident | | | Nonresident | |
| License | Requirements | Fee | Requirements | | Fee |
| Hunting (Antlered Deer) | Resident Sportsman's License | $25.00 | Nonresident All Game Hunting License | | $300.00 |
| Turkey | Resident Sportsman's License | $25.00 | Nonresident All Game Hunting License | | $300.00 |
| Bear | Resident Sportsman's License | $25.00 | Nonresident All Game Hunting License | | $300.00 |
| Duck Stamp | | $7.00 | | | $20.00 |
| Combo | | | | | |
| Freshwater Fishing | | $10.50 | | | $40.00 |
| Saltwater Fishing | N/A | | N/A | | |

| Louisiana | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | Basic Season | $15.00 | Basic Season | $150.00 |
| | Big Game | $14.00 | Big Game | $150.00 |
| | | | | |
| Turkey | Basic Season | $15.00 | Basic Season | $150.00 |
| | Big Game | $14.00 | Big Game | $150.00 |
| | Louisiana Wild Turkey | $5.50 | Louisiana Wild Turkey | $20.50 |
| | | | | |
| Bear | N/A | | N/A | |
| | | | | |
| Duck Stamp | | $5.50 | | $25.00 |
| | | | | |
| Combo | N/A | | N/A | |
| | | | | |
| Freshwater Fishing | | $9.50 | | $60.00 |
| | | | | |
| Saltwater Fishing | Annual Resident | $5.50 | Annual Nonresident | $30.00 |
| | | | Temporary Nonresident (1-day @ 17.50 per day) | $17.50 |

| Virginia | | | | | |
|---|---|---|---|---|---|
| | Resident | | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | Hunting License | $23.00 | Nonresident Hunting License | $111.00 |
| | Bear, Deer, Turkey License | $23.00 | Bear, Deer, Turkey License | $86.00 |
| | | | | |
| Turkey | Hunting License | $23.00 | Nonresident Hunting License | $111.00 |
| | Bear, Deer, Turkey License | $23.00 | Bear, Deer, Turkey License | $86.00 |
| | | | | |
| Bear | Hunting License | $23.00 | Nonresident Hunting License | $111.00 |
| | Bear, Deer, Turkey License | $23.00 | Bear, Deer, Turkey License | $86.00 |
| | | | | |
| Duck Stamp | | $10.00 | | $10.00 |
| | | | | |
| Combo | N/A | | N/A | |
| | | | | |
| Freshwater Fishing | | $23.00 | | $47.00 |
| | | | | |
| Saltwater Fishing | Annual Resident License | $12.50 | Annual Nonresident License | $25.00 |
| | Temporary Resident (10-day @ .50 per day) | $5.00 | Temporary Nonresident (10-day@1.00 per day) | $10.00 |

| West Virginia | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | Conservation Stamp | $5.00 | Conservation/Law Enforcement Stamp | $13.00 |
| | Hunting and Trapping License | $19.00 | Hunting and Trapping License | $119.00 |
| | Big Game | $10.00 | Additional Firearms Deer Stamp | $43.00 |
| | | | | |
| Turkey | Conservation Stamp | $5.00 | Conservation/Law Enforcement Stamp | $13.00 |
| | Hunting and Trapping License | $19.00 | Hunting and Trapping License | $119.00 |
| | Big Game | $10.00 | Turkey Stamp | $32.00 |
| | | | | |
| Bear | Conservation Stamp | $5.00 | Conservation/Law Enforcement Stamp | $13.00 |
| | Hunting and Trapping License | $19.00 | Hunting and Trapping License | $119.00 |
| | Big Game | $10.00 | Bear Stamp | $162.00 |
| | Bear Damage Stamp | $10.00 | Bear Damage Stamp | $10.00 |
| | | | | |
| Duck Stamp | N/A | | N/A | |
| | | | | |
| Combo | | $35.00 | N/A | |
| | | | | |
| Freshwater Fishing | Conservation Stamp | $5.00 | Conservation/Law Enforcement Stamp | $13.00 |
| | Fishing License | $19.00 | Fishing License | $37.00 |
| Saltwater Fishing | | | | |

| Kentucky | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | Resident Hunting | $20.00 | Nonresident Hunting (Annual) | $130.00 |
| | Resident Deer Permit | $30.00 | Nonresident Deer Permit | $60.00 |
| | | | | |
| Turkey | Resident Hunting | $20.00 | Nonresident Hunting | $130.00 |
| | Spring Turkey Permit | $30.00 | Spring Turkey Permit | $60.00 |
| | | | | |
| Bear | Resident Hunting | $20.00 | N/A | |
| | Bear Permit | $30.00 | | |
| | | | | |
| Duck Stamp | | $15.00 | | $15.00 |
| | | | | |
| Combo | | $30.00 | N/A | |
| | | | | |
| Freshwater Fishing | Resident Fishing | $20.00 | Nonresident Fishing | $50.00 |
| | | | | |
| Saltwater Fishing | N/A | | N/A | |

| Oklahoma | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | Resident Hunting | $32.00 | Nonresident Deer Gun | $280.00 |
| | Deer Gun License | $20.00 | | |
| | | | | |
| Turkey | Resident Hunting | $32.00 | Nonresident Hunting | $176.00 |
| | Spring Turkey License | $10.00 | Spring Turkey License | $10.00 |
| | | | | |
| Bear | Bear License | $101.00 | Nonresident Bear | $506.00 |
| | | | | |
| Duck Stamp | | $10.00 | . | $10.00 |
| | | | | |
| Combo | | $53.00 | N/A | |
| | | | | |
| Freshwater Fishing | | $25.00 | | $55.00 |
| | | | | |
| Saltwater Fishing | N/A | | N/A | |

| Tennessee | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | Hunting and Fishing Combo | $28.00 | Annual Hunting - All Game | $251.00 |
| | Annual big Game Gun Supplemental | $28.00 | | |
| | | | | |
| Turkey | Hunting and Fishing Combo | $28.00 | Annual Hunting - All Game | $251.00 |
| | Annual big Game Gun Supplemental | $28.00 | | |
| | | | | |
| Bear | Hunting and Fishing Combo | $28.00 | Annual Hunting - All Game | $251.00 |
| | Annual big Game Gun Supplemental | $28.00 | | |
| | | | | |
| Duck Stamp | Waterfowl Supplemental License | $31.00 | Migratory Bird Permit | $2.00 |
| | Migratory Bird Permit | $2.00 | | |
| | | | | |
| Combo | | $28.00 | N/A | |
| | | | | |
| Freshwater Fishing | Annual Hunting and Fishing combo | $28.00 | Annual Fishing - no trout | $41.00 |
| | | | | |
| Saltwater Fishing | N/A | | N/A | |

| Missouri | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Hunting (Antlered Deer) | resident Firearms Any Deer Hunting | $17.00 | Nonresident Firearms Any Deer | $225.00 |
| Turkey | Resident Spring Turkey Hunting | $17.00 | Nonresident spring Turkey | $190.00 |
| Bear | N/A | | N/A | |
| Duck Stamp | | $6.00 | | $6.00 |
| Combo | | $19.00 | N/A | |
| Freshwater Fishing | | $12.00 | | $42.00 |
| Saltwater Fishing | N/A | | N/A | |

| Maryland | | | | |
|---|---|---|---|---|
| | Resident | | Nonresident | |
| License | Requirements | Fee | Requirements | Fee |
| Saltwater Fishing | Annual Resident | $15.00 | Annual Nonresident | $15.00 |
| | Temporary Resident (7-day @ .86 per day) | $6.00 | Temporary Nonresident (7-day @ 1.71 per day) | $12.00 |

# Licenses

| License ID | License Description | License Cost |
|---|---|---|
| RF12 | Annual Charter Vessel License 1-6 Passengers | $150.00 |
| RF14 | Annual Charter Vessel License 7-49 Passengers | $250.00 |
| RF16 | Annual Charter Vessel License 50+ Passengers | $350.00 |
| RF18 | Annual Saltwater Public Fishing Pier 100' or less | $150.00 |
| RF19 | Annual Saltwater Public Fishing Pier more than 100' | $350.00 |
| SW01 | Commercial Saltwater Fishing License (Res) | $25.00 |
| SW02 | Commercial Saltwater Fishing License (Non Res) | $300.00 |
| SW03 | Channel Net (Res) | $250.00 |
| SW04 | Crab Pots (Res) | $25.00 |
| SW05 | Crab Pots (Non Res) | $125.00 |
| SW06 | Crab Pots - Additional Pots (Res) | $1.00 |
| SW07 | Crab Pots - Additional Pots (Non Res) | $5.00 |
| SW08 | Drag Dredge (Res) | $75.00 |
| SW09 | Drag Dredge (Non Res) | $375.00 |
| SW10 | Elver/Fyke Net (Res) | $10.00 |
| SW11 | Elver/Fyke Net (Non Res) | $50.00 |
| SW12 | Gill Net (Res) | $10.00 |
| SW13 | Gill Net (Non Res) | $50.00 |
| SW14 | Handheld Equipment (Res) | $0.00 |
| SW15 | Handheld Equipment (Non Res) | $0.00 |
| SW16 | Haul Seine Net (Res) | $10.00 |
| SW17 | Haul Seine Net (Non Res) | $50.00 |
| SW18 | Herring Net (Res) | $10.00 |
| SW19 | Herring Net (Non Res) | $50.00 |
| SW20 | Mechanical Equipment (Res) | $125.00 |
| SW21 | Mechanical Equipment (Non Res) | $625.00 |
| SW22 | Minnow Traps (Res) | $25.00 |
| SW23 | Minnow Traps (Non Res) | $125.00 |
| SW24 | Misc Pots/traps (Res) | $25.00 |
| SW25 | Misc Pots/traps (Non Res) | $125.00 |
| SW26 | Misc Pots/traps - Additional Pots/Traps (Res) | $1.00 |
| SW27 | Misc Pots/traps - Additional Pots/Traps (Non Res) | $5.00 |
| SW28 | Other Equipment (Res) | $10.00 |
| SW29 | Other Equipment (Non Res) | $50.00 |
| SW30 | Shad Net (Res) | $10.00 |
| SW31 | Shad Net (Non Res) | $50.00 |
| SW32 | State Shellfish Grounds (Res) | $75.00 |
| SW33 | State Shellfish Grounds (Non Res) | $375.00 |
| SW36 | Trawl Net (Res) | $125.00 |
| SW37 | Trawl Net (Non Res) | $300.00 |
| SW38 | Trotlines (Res) | $10.00 |
| SW39 | Trotlines (Non Res) | $50.00 |

# Licenses

| | | |
|------|-------------------------------------------------|----------|
| SW40 | Bait Dealer (Res) | $25.00 |
| SW41 | Bait Dealer (Non Res) | $125.00 |
| SW42 | Wholesale Dealer (Res) | $100.00 |
| SW43 | Wholesale Dealer (Non Res) | $500.00 |
| SW44 | Wholesale Dealer-Peeler Crab License (Res) | $75.00 |
| SW45 | Wholesale Dealer-Peeler Crab License (Non Res) | $375.00 |
| SW46 | Wholesale Dealer-Shellfish License (Res) | $10.00 |
| SW47 | Wholesale Dealer-ShellfishLicense (Non Res) | $50.00 |
| SW54 | Minnow Traps-Additional (Res) | $1.00 |
| SW55 | Minnow Traps-Additional (Non Res) | $5.00 |
| SW59 | Other Equipment Cast Net (Res) | $10.00 |
| SW60 | Other Equipment Cast Net (Non Res) | $50.00 |

# PERMITS

| Permit ID | Permit Description | Permit Cost |
|---|---|---:|
| AH | After Hours- harvest shellfish on culture permit after hours | $0 |
| BT | Blue Crab Trawl- harvest blue crabs via trawl commercially | $0 |
| CS | Clams Out of Season (Culture Permits)-harvest of clams out of season; culutre | $0 |
| CS | Clams Out of Season (Mariculture Permits)- harvest of clams out of season; maricul | $0 |
| CD | Commercial Display- permit authorizing collection and live display | $0 |
| C | Culture Permits- permitted grounds managed by fisherman | $5/ acre |
| CH | Culture Harvest - harvesting shellfish commercially form culture permit | $0 |
| EH | Early Harvest- shellfish | $0 |
| EH | Early Harvest- mussels | $0 |
| EDN | Elver Dip Net- harvesting elvers commercially using  a dip net | $0 |
| EFN | Elver Fyke Nets- harvesting elvers commercially using a fyke net | $0 |
| EPR | Eel Pot Recreational- harvesting eel recreationally using a pot | $0 |
| EPC | Eel Pot Commercial- harvesting eel commerically using a pot | $0 |
| ET | Educational Trawl- permit to trawl for educational purposes; not commercial | $0 |
| EDR | Educational Dredge- permit to dredge for educational purposes; not commercial | $0 |
| ED | Educational- activity that would outside of normal activities not for commercial purpo | $0 |
| ES | Escalator- use of mechanical equipement for commercial purpose; shellfish | $0 |
| EX | Experimental- activity that would be outside of normal activities for commercial purp | $0 |
| EP | Exploratory- authorized to explore specified area for commerical purposes | $0 |
| FT | Finfish Trawl- trawlign for finfish for a commercial purpose | $0 |
| GF | Gamefish- possession of gamefish undersized or over the bag limit | $0 |
| HG | Hand Gather- hand harvesting shellfish in specified area for commercial purpose | $0 |
| HH | Horseshoe Crab Harvest- permitted to harvest horshoecrabs for biomedical purpose | $0 |
| HP | Horseshoe Crab Possesion- possession of horseshoe crabs received from harveste | $0 |
| HCE | Horseshoe Crab Educational- possession of horseshoe crabs for educational purpo | $0 |
| HT | Horseshoe Crab Trawl- trawling for horseshoe crabs | $0 |
| HGR | Herring Gill Net Recreational- harvesting herring recreationally with gill net | $0 |
| HGC | Herring Gill Net Commercial- harvesting herring commercially with gill net | $0 |
| HCC | Herring Cast Net Commercial- harvesting herring commercially with cast net | $0 |
| II | Indigenous Importation- importation of shellfish from out of state | $0 |
| JT | Jellyfish Trawl- trawling for jellyfish | $0 |

# PERMITS

| M | Mariculture Permit- permitted grounds managed by fishermen | $5/ acre |
|---|---|---|
| JR | Joint Relay- shellfish relay from restricted waters to approved | $0 |
| PT | Patent Tongs- shellfish harvest | $0 |
| SGR | Shad Gill Net Recreational- harvesting shad recreationally using gill net | $0 |
| SGC | Shad Gill Net commercial- harvesting shad commercially using gill net | $0 |
| SC | Scientific Collecting Permit- permits issued for research; universities/ agencies | $10 |
| SCP | Scientific Collection- Diamondback Terrapin, Sturgeon, etc) | $0 |
| SRM | Seed Removal- Shellfish | $0 |
| SR | Scratch Rake - Shellfish specific areas (S222, S217) | $0 |
| SK | Shark - Commercial shark harvest | $0 |
| SC | Sponge Crab Possession- importation of sponge crab for dealers | $0 |
| UBC | Undersized Blue Crab - mariculture operators for undersized blue crabs | $0 |
| UO | Undersized Oysters- undersized oysters on culture/ mariculture permits | $0 |
| US | Undersized Clams - Mariculture clams undersized | $0 |
| WS | Washed Shell- moving washed shell | $0 |
| WT | Whelk Trawl- trawling for whelk | $0 |

# PERMITS

NOTES                          Fee Dates

2203.4 acres/ $11,017 rent

# PERMITS

1044.5 acres/ $5,222.50 rent

FY 2011

# BY-LAWS

# OF THE

# SOUTH CAROLINA
# AQUATIC PLANT MANAGEMENT COUNCIL

## SECTION I

### Name

The name of this Council shall be the South Carolina Aquatic Plant Management Council. The Council membership and Chairperson shall be as enumerated in Section 49-6-30, S.C. Code of Laws (1976, as amended). Each member agency may designate an alternate who may vote only in the absence of the member.

## SECTION II

### Principal Office

The principal office of the Council shall be the South Carolina Department of Natural Resources at Rembert C. Dennis Building, 1000 Assembly Street, Columbia, SC 29201.

## SECTION III

### Meetings

(a)     Quorum.    A majority of at least six (6) of the members of this Council, when present at any meeting, shall constitute a quorum, and in case there are less than this number, the presiding officer may adjourn from time to time until a quorum is present.

(b)     Order of business. The order of business at all meeting shall be as follows:

1.  Call to order and introduction

2.  Review of minutes of previous meeting

3.  Committee reports

4.  Special items for discussion

5.  Unfinished business

6.  New business

Page | 1

7. Adjournment

The order of business may be altered or suspended at any meeting by a majority vote of the members present. The usual parliamentary rules as laid down in Robert's Rules of Order shall govern, when not in conflict with these by-laws.

(c)     Council meetings may be called at any time by the Council Chairperson and must be called at any time by the Chairperson on the written request of a majority of the Council members.  Five (5) day notice of any Council meeting must be provided to the Council members.

(d)     All Council meetings shall be advertised in accordance with the Freedom of Information Act, Section 30-4-80, S.C. Code of Laws (1976, as amended).

## SECTION IV

### Officers

(a)     Chairperson.  The Chairperson shall be the chief officer of the Council.

He/she shall be a member ex-officio of all committees and shall assign duties and tasks to the respective committees. He/she shall communicate to the Council such matters and make such suggestions as may in his/her opinion tend to promote the welfare and increase the usefulness of the Council, and shall perform such other duties as necessarily incident to the office. He/she shall be a voting member of the Council.

(b)     Secretary.  The secretary shall be appointed by the Chairperson and shall be responsible for maintaining accurate records of the Council's activities.

## SECTION V

### Committees

Committees may be established from time to time by a majority vote of the Council.

(a)     Selection of Committees.  The Chairperson of the Council shall appoint committee members. The appointments shall be effective immediately and committee members shall serve for a term of one (1) year and until successors are duly appointed. Vacancies that occur for whatever reason may be filled by the Chairperson of the Council for the unexpired term.

(b)     Chairpersons.   The Chairperson of each committee shall be appointed by the Chairperson of the Council.  He/she shall be responsible for directing and coordinating the affairs of the committee.

Page | 2

(c)  Meetings.  Committee meetings may be called at any time by the Committee Chairperson and must be called at any time by the Chairperson on the written request of a majority of the committee members.  Five (5) day notice of any committee meeting must be given to the committee members.

## SECTION VI

### Voting

In all meetings of the Council as a whole and of the committees, questions shall be resolved by majority vote of those members present, except that approval of the Council's management plan and its amendments and priorities shall require a two-thirds vote of those members present.  The vote on a particular matter shall be tabulated by a roll call upon a motion to that effect being seconded by one (1) member.

## SECTION VIII

### Mail Vote

When, in the judgment of the Council Chairperson, any questions, shall arise that should be put to a vote of the members, and when he/she deems it inexpedient to call a special meeting for that purpose, he/she may, unless otherwise required by these by-laws, submit the matter to the members in writing by mail (paper or electronic) for vote and decision, and the question thus presented shall be determined according to a majority of the votes received by mail (paper or electronic) within ten (10) days after such submission to the members, provided that, in each case, votes of at least six (6) of the members shall be received.  Actions taken in this manner shall be ratified and included as a part of the minutes of the next regular meeting.  ·

## SECTION VIII

### Amendments

These by-laws may be amended, repealed or altered, in whole or in part, by a two-third vote at any regular meeting of the Council.

# EXHIBIT K - CONSERVATION DISTRICT MONTHLY REPORT EXAMPLE

Soil and Water Conservation Districts-September 2017 Monthly Report Examples

# Soil and Water Conservation Districts-September 2017 Monthly Report Examples

## Statewide Projects

DNR staff participated in the Annual Meeting of the **National Association of State Conservation Agencies (NASCA)**. Marc Cribb serves as NASCA President and Chris Workman made presentations at the field staff sessions on 2 unique projects in South Carolina. This meeting was held in conjunction with the **National Watershed Coalition** and was attended by state conservation agency managers and watershed managers from around the country. Staff met with the SC Association of Conservation Districts Executive Committee. Staff participated in the East Piedmont Area Conservation Districts meeting, hosted by the **Lancaster District.** The meeting was held at the Haile Gold Mine and featured a tour of the mine. DNR's Lorianne Riggin spoke on DNR's mitigation and protection of threatened and endangered species. Staff participated in the Edisto-Savannah Valley Area Conservation Districts meeting, hosted by the **Aiken District** and the Pee Dee Area hosted by the **Horry District**. Staff participated on the Annual State Meeting of the SC District Employees' Association.

## Technical

DNR staff completed highly erodible land determinations in **Aiken, Greenville, Spartanburg, Edgefield, and Cherokee Districts**; provided assistance on multiple Farm Bill contracts in **Greenville District**. Provided a new **Saluda District** landowner with assistance and information on Farm Bill programs and the application process. Contacted and scheduled producers for on Farm Energy Assessments and performed Energy Audits in **Orangeburg District.** Staff performed easement inspections in **Abbeville, Chesterfield, Clarendon, Fairfield, Georgetown, and Sumter Districts**. Staff participated in the Annual Exotic Pest Plant Council meeting. Staff certified Best Management Practices in **Aiken and Lexington Districts** and performed a spot check on a Wetlands Reserve Program site in **Orangeburg District.** Staff continue to work on high tunnel housing in **Dorchester, Hampton, Orangeburg and Clarendon Districts.** Staff assisted NRCS and met with producers to discuss invasive weed control efforts on their land. Prepared sod samples for the rainfall simulator demonstration at the **Greenville District's** exhibit for goat and sheep workshop and prepared root boxes with winter cover crops for future rainfall simulator demonstrations.

## Outreach

DNR staff participated in events in the **Aiken, Lancaster, Greenville, and Horry Districts.**

## Conservation Districts

**Aiken District** hosted the Edisto-Savannah Valley Area Conservation Districts Meeting. Representatives and staff from six Edisto-Savannah Valley Area districts, NRCS partners, and SCACD representatives toured Walther Farms in Windsor, SC and learned of SCACD and NACD updates. The Aiken Board of Commissioners presented Jeremy Walther and his team with an award to recognize their outstanding commitment to soil and water conservation during

the meeting. District staff and SCDNR staff made a presentation about soil health and quality to 50 college students at Piedmont Technical College. District staff along with Greenville District staff coordinated the SC Conservation District Employee Association Annual training in Greenville. The district employees learned of several free and low-cost educational resources available to conservation district employees. Attendees also enjoyed an eco-tour at Lake Jocassee and received updates from our partners at the partnership dinner. District staff assisted in the processing of EQIP Farm Bill applications and scheduled field visits. Staff also assisted in the processing of payments, mailing out customer folders, and mailing out annual letters.

**Bamberg District** hosted its annual Local Work Group Meeting to set local resource priorities for USDA Farm Bill programs. There were some great suggestions brought to the table.

**Beaufort District** worked with Jasper District to host the Local Work Group Meeting to set the Farm Bill resource concerns and priorities for the counties. The meeting was held at the Blue Heron Nature Center. Trail coordinators and staff have been working with several partners to apply for a SCPRT grant to build a kayak launch at the Whale Branch Fishing Pier. This is the fourth kayak trail for Beaufort Blueways. It has been mapped with GPS coordinates and helpful hints are posted on line at http://beaufortblueways.info/WhaleBranch.html. Educators are meeting with teachers and arranging programming for the school year and presented 4 soil tunnel programs.

**Berkeley District** is working with County officials to compose a draft of Community Wildfire Protection Plan. District is working with NRCS and County officials in fulfilling an Emergency Watershed Program contract to help with damage from the 2015 flooding in several areas of the county. Staff and Commissioners seeking to further a habitat restoration project by looking for partners and funding through grants. Monthly **berkeleybees** meeting was held with the subject of "robbing behaviors in honeybees." Staff conducted two community education programs on honeybees and pollination. Staff and Commissioners working on application for one of our Blueways paddling trails to be listed on the National Trail Designation. Associate Commissioner attended several festivals, along with other outreach events to promote the Berkeley Blueways Paddling Trails. Staff attended a Healthy Pond Seminar hosted by Clemson Extension. The district's Feral Hog Project in conjunction with APHIS and Farm Bureau has started and we have 4 landowners currently on the list for service for trapping of hogs on their property. Berkeley District hosted the Local Work Group meeting with NRCS for local farmers, landowners and stakeholders to voice their needs from the District and NRCS and Farm Bill for financial and technical assistance. Staff working on fall newsletter.

**Charleston District** is planning a Soil Heath Day Workshop. The district will partner this event with Clemson Extension and the Beginning Farmer Program. The district is also planning outreach programs for Arbor Day to be held in December. The District has sponsored 3 Pet Waste Dispensers to promote and support "Keep Charleston Beautiful."

**Cherokee District** has been busy getting rental equipment ready for the planting season. Thorough maintenance and parts replacement has been completed on the equipment. The District, in conjunction with Thicketty Creek Watershed District has been working to identify the inundation areas and completing emergency action plans for the 6 watershed dams in

Page | 2

the county. DHEC completed inspections on the dams in early September. Chairman Sarratt, Commissioner Gettys, Commissioner Jane Waters, District Coordinator Allen, and District Conservationist Barrington attended the East Piedmont Area Meeting. Karen Allen attended the SCCDEA meeting in Greenville.

**Chesterfield District**, cooperating with the Sandhill's Longleaf Pine Conservation Partnership, received confirmation of their fifth grant from the National Fish and Wildlife Foundation to assist landowners establish and maintain longleaf pines. Since 2010, the District has assisted NRCS and the Sandhill's Longleaf Pine Conservation Partnership establish over 15,000 acres of longleaf on private lands. The program is supported with Farm Bill funding. The District and Partnership are now focusing on education and promoting the use of prescribed fire as a management tool for landowners. The District has made prescribed fire possible for many landowners by its purchase of equipment needed to safely apply fire. This equipment is made available to landowners who wish to burn their own property.

**Clarendon District** staff visited all the schools in Clarendon County to promote the education programs for this school year (contests, Envirothon, Youth Commissioners, scholarships). The District has assisted NRCS with obligating 2017 Farm Bill program contracts. The District also inspected the Pocotaligo Channel to ensure proper maintenance. District staff attended the SCCDEA training. The district employees and Commissioner Richburg attended the Pee Dee area meeting. The District has partnered with NRCS in conducting a 3 year study on the effects of cover crop and soil biology. Clarendon County Council signed a Prescribe Burning Resolution.

**Colleton District** printed fliers for the Annual Conservation Poster and Essay Contests. The topic for both contest is "Watersheds - Our Water, Our Home". Rev. Gerald Mabry attended the Edisto/Savannah Area Meeting at Walther Farms. Commissioner I.M. Benton attended a Cattleman's Meeting and a Young Farmers Meeting.

**Darlington District** is currently organizing a Project Wet Training Class. The training will be for Darlington County Teachers so they can earn Continuing Education Credits. . The class will be held at Kamia Gardens with Duke Progress Energy funding the costs of the training manuals. The District will provide funds for the teaching tools/goodie bags for the attendees. District staff continues to provide Farm Bill program assistance.

**Dorchester District** held a Local Work Group meeting held annually to discuss Farm Bill resource concerns within the county. The District held its monthly regular business meeting right after the local work group. Clemson agent Jacqueline Forsyth with the Forestry and Clemson agent Parker Johnson attended the meeting along with Clemson row crop agent Jonathan Croft. The District has kicked off its yearly photo contest with all letters and info being mailed to the public and private schools in our county.

**Edgefield and Aiken Districts** are working with the City of Aiken and other partners on a water quality grant to address non-point source pollution in the Shaw's Creek watershed. This grant will be addressing water quality and agricultural runoff in the 54,297 acre watershed that encompasses portions of Edgefield and Aiken Counties. Shaw's Creek is the primary source

water for one of the City of Aiken's water treatment plant. Edgefield District staff have assisted with Farm Bill programs measuring firebreaks, water bars, and field status reviews.

**Fairfield District's** NACD dues for 2017-18 have been paid. Information and reminders sent out to local schools regarding the Annual Photo Contest which runs from April 2017-April 2018. No-till drill has been in great demand the last few weeks. Continue to partner with NRCS regarding sign-ups for the Farm Bill conservation programs. NRCS personnel is meeting with landowners in the district office providing technical assistance.

**Georgetown District** met with the new FFA teacher, Cody Floyd, at Georgetown High School and provided him with educational material. The District sponsored Andrews High School student, Lane Phillips, to attend the Aim-At-Ag Competition at the Back Woods Quail Club. The District also sponsored ten FFA students from Carver's Bay High School to attend a Chapter Officer Workshop at the Florence Recreation Center. Commissioners and staff attended the Pee Dee Area Meeting and tour of the L. W. Paul Living History Farm in Conway. Staff provided Farm Bill assistance to landowners.

**Greenville District** taught at two Project WET workshops in September. One was at Sandhill for all state 4H coordinators and 32 attended and the other was at Winthrop University. The Greenville District delivered books and introduced them to the program with a few activities. Staff continues to work on the Reedy River Water Quality Group (RRWQG) Public Outreach Committee, updating the RRWQG website and Facebook, meeting with the Public Outreach committee and interfacing with the other committees and the public. Greenville staff helped host the South Carolina Conservation District Employees Association meeting. There was a Partnership meeting during the conference attended by Kenny Mullis, President of SCACD, Marc Cribb and Chris Workman of DNR. Staff attended the South Carolina Forage and Grazing Lands Coalition Board meeting in Blackville. Staff also ran the rainfall simulator and spoke about cover crops to the Southeast Goat and Sheep Symposium. The District Engineer worked on survey and design of a trout habitat project with NRCS in the Middle Saluda River. Staff continues to provide technical support on stormwater problems to County residents.

**Horry District** held a meeting to publicly announce the Little Pee Dee - Chinners Creek 319 grant that will help improve water quality along the Little Pee Dee River watershed. This meeting was well attended by local septic tank installers, DHEC personnel, and the local media. For more information read the article found in the local paper the Horry Independent https://www.myhorrynews.com/news/new-grant-helps-landowners-improve-water-quality/article_d4789fa4-9fe0-11e7-870d-5b2c7de59c9a.html. The Horry County Local Workgroup meeting was held to discuss the natural resources issues in our county and to determine Farm Bill program priorities. Horry District hosted the Pee Dee Area Meeting and the meeting started with a tour of the LW Paul Living History Farm in Conway. The tour moved to the Johnny Shelley Agricultural Facility where State Representative Jeff Johnson updated the group on farm issues, SCACD President Mullins updated on SCACD, ending with DNR and NRCS representatives giving updates from the field. The District also is working to extend their USDA-NRCS grant for Cover Crop education and demonstrations and the USDA-NRCS contribution agreement to provide Farm Bill assistance. Planning is underway for the 40th Horry County Awards Banquet, 2018 Essay Contest, as well as assist in county storm water projects and customer service to land users around our county.

At the Blue Heron Nature Center, the **Jasper District** hosted a meeting of the Jasper County Comprehensive Planning Steering Committee Public Meeting with 47 attendees. This meeting was for the public to express their concerns /suggestions for the growth of Jasper County. The public expressed their concerns of our natural resources and land use. The Local Work Group of Beaufort/Jasper Conservation Districts annual meeting focused on significant factors of determining how Farm Bill funds will be distributed to applicants in the Salkehatchie Watershed. The Jasper Farm Bureau held their annual meeting at the Nature Center. The Jasper County Chamber of Commerce awarded our Director, Lyn Tindal and the Jasper District with the Business Education Partner of the Year award. Tindal also partnered with Jasper County Schools for the District as a Stakeholder for the District to offer in class programs, field trips and recycling programs.

**Lee District** helped install a high tunnel greenhouse for a local farmer. The district completed the annual budget and during the board meeting, discussed ways to pursue more funding, as well as what other district employees received in ways of benefits. District employee Megan Skinner will attend the Soil Health Field Day in Richland. The district continues to work closely with NRCS on contracting and ongoing projects.

**Lexington District** Manager Oxner met with teachers and maintenance personnel to spot the location of the Observation Bee Hive to be placed at Irmo High School. Oxner conducted a rain barrel workshop for the community, there were ten participates at Gibson Park in Lexington. Commissioners Nates and Padget, Manager Oxner and Administrative Assistant Blum attended the East Piedmont Area meeting and toured the OceanaGold/Haile Operation in Kershaw. Lexington Commissioners discussed the SC Conservation Bank and its future funding. The district supports the Bank and its role in land protection around the state. NRCS District Conservationist Rafael Mendez presented the 2018 Farm Bill Local Work Group Resource Concerns for animal waste, cropland, forestland, and pastureland. Oxner attended the State Beekeepers Association Meeting, SC Fertilizer and AgChem meeting, DHEC meeting for the Western Capacity Water Area, and weekly Lexington County Department Head meetings.

**McCormick District** is working on an appreciation dinner to be held October 5 and is also working with Clemson Extension on Farm City Day to be held October 10 for 3rd grade students and it will be held at John DelaHowe School.

**Oconee District** closed on another conservation easement of 95 acres protecting prime and statewide soils within a natural belt of some of the best soils in the state. This project continues to encourage landowners to preserve our best working soils in the county. The District donated two rain barrels to the Oconee Cultivation Project, a soil to table educational program teaching high school students seed to harvest farming techniques and self-sustainability. The district manager presented a series called Environment and Health to 9th grade health classes. The intent was to link environment and health and show how one's health can be improved by a healthy environment and the steps necessary to implement a clean environmental mindset. District personnel have helped Clemson Extension prepare for the upcoming South Carolina Heritage Fair. This fair intends to be the classic event with farm and live animal displays and judging; food contests, and agricultural education.

**Richland District** conducted ten forestry and soil science class presentations for 181 students at four schools and hosted a conservation education exhibit at the Summer Celebration of Water. The District partnered with USDA-NRCS to host a Farm Bill Local Work Group meeting. One livestock farmer committed to participate in the Twenty-five Mile Creek Watershed 319 program by installing stream exclusion fencing, alternate water sources, and cross fencing for rotational grazing. Staff and commissioners participated in the SCACD East Piedmont Regional Meeting, SCCDEA Employee Workshop, SC Forage and Grazing Lands Coalition board meeting, Environmental Education Association of SC board meeting, and SC Green Steps Schools Training. Staff provided technical assistance for an erosion issue at one school.

**Spartanburg District** staff completed the fall issue of the *Conservation Chronicle* Newsletter. Landowners are renting the district's no-till drill for fall planting. The district supplied plants and soil for a butterfly and pollinator garden at Campobello Gramling School. Under the EQIP Farm Bill Program, 469 acres are under contract in 2017 to address forestry, cropland, and pastureland conservation. Eleven Farm Bill Conservation Stewardship Program contracts have been completed by NRCS. DNR's Drew Williams is assisting with Highly Erodible Land determinations.

**York District** Commissioners Senn, Copeland and Palmer attended the East Piedmont tour and dinner and Coordinator O'Connell attended the SCCDEA conference in Greenville. Senn, Palmer and O'Connell attended meetings of the Agri-Tourism committee investigating the possibility of establishing a facility in York County. Coordinator O'Connell conducted the September lesson in the school garden series for 18 classes of first graders. Preparations have begun for the District's annual legislative dinner held in partnership with York County Farm Bureau, scheduled for October 12.

# EXHIBIT L - SCENIC RIVER CRITERIA

Criteria for Eligibility and Classification of South Carolina State Scenic Rivers as of October 2017

# Criteria for Eligibility and Classification of
# South Carolina State Scenic Rivers

## South Carolina Department of Natural Resources
## Scenic Rivers Program

### October 2017

## Introduction

The South Carolina Scenic Rivers Act in Section 49-29-70 says eligible rivers for State Scenic River designation must possess unique or outstanding scenic, recreational, geologic, botanical, fish, wildlife, historic, or cultural values. To determine if a proposed river or river segment possesses any or all of these characteristics, the South Carolina Department of Natural Resources (SCDNR) conducts a study to assess the river's eligibility and classification under the Scenic Rivers Program. The study of scenic river eligibility considers a geographic area referred to as a "river corridor" which includes the riverine-aquatic environments and the adjacent riparian-wetland-terrestrial environments associated with rivers.

## Eligibility Criteria for South Carolina Scenic Rivers

The following list presents a description of criteria used by the SCDNR for evaluating the eligibility of rivers in South Carolina for designation as State Scenic Rivers.

### Land Use and Ownership Patterns

Land use and ownership patterns affect the character and quality of rivers and present different management alternatives for the Scenic Rivers Program. Land use and ownership patterns can be important factors affecting scenic quality, wildlife habitat, and water quality.

Two measures of land use on the river are taken: First, the acreages of general land use categories within the river corridor are measured (corridor defined by at least one-half mile on either side of river channel). Second, the river mileage that is visually affected by human development is estimated and compared to the river mileage that remains visually natural.

Ownership patterns are assessed by considering the size and distribution of land parcels along the river or within a defined river corridor.

Note: Land use conditions in the river corridor are the determining factor for how a river is classified within State Scenic River Program. After the river is determined eligible, it is classified according to the category (natural, scenic, or recreational rivers per Section 49-29-40) that best fits each eligible river segment. Classification is based on the degree of naturalness and

extent of development on the river and adjacent lands at the time of the study.

## Scenic Characteristics

Evaluating the scenic resources of a river involves consideration of the overall impression created by characteristics such as landforms, vegetative diversity, natural colors in the landscape, diversity of views, human effects, and special features considered unique, outstanding, or notable as a scenic resource.

The inventory of land use and human development, described above, is considered for scenic characteristics; in particular, a comparison of river miles visually affected by human development versus river miles that remain visually natural is a measure related to scenic character.

## Recreational Values

The recreational values are assessed by considering the importance of existing and potential recreational uses of the river and adjacent lands, and features considered unique, outstanding, or notable as a recreational resource. Other factors considered are river access facilities and proximity to population centers. Recreation information sources include the South Carolina Rivers Assessment, SCDNR creel surveys, SCPRT's SC Outdoor Recreation Plans (SCORP) and related surveys, river guide books, local outfitters and county recreation officials.

## Geological Resources

The geologic resources of interest on scenic rivers are features, processes, or phenomena that are considered unique, outstanding, or notable. These could include features of rare or unusual geologic composition or appearance, such as waterfalls, bluffs, unusual rock formations and outcrops, or river features/formations such as oxbow lakes and braided channels.

## Botanical Values

Botanical values are assessed by considering the natural communities and species that exist within the river corridor. The extent of high quality natural communities, communities of special significance, such as unusual or diverse plant communities, and threatened or endangered species habitat are considered.

## Fish and Wildlife Values

Fish and wildlife values are assessed by considering the habitat qualities and wildlife populations in the river corridor. Habitats of special significance for both game and non-game species, habitats for threatened or endangered species, and the abundance and diversity of habitats and species are considered.

## Historic and Cultural Values

The historic and cultural values of the river are assessed by considering the importance of

Page | 2

historical and prehistorical events, uses, structures, and artifacts and other features of the river corridor that may be considered unique, outstanding, or notable as a historic or cultural resource.

## Water Quality

To assess water quality, the river's water classification, water quality trends, and related water quality problems are considered. The water quality in scenic rivers should meet or exceed the relevant state water quality standards.

## Streamflow

To assess streamflow, the issues of minimum flow, navigation, and natural stream conditions are considered. There should be a sufficient flow during normal rain years to support the traditional instream uses and expected aquatic-life uses of the stream. The impact of dams and water diversions on stream flow should be considered. When navigational use is important, the streamflow should be sufficient for safe navigation.

## Classification of State Scenic Rivers

After a river is determined to be eligible for State Scenic River designation, it is classified as *natural*, *scenic*, or *recreational*, according to the type(s) that best fit the river; one or more classification types may be determined along the length of a given river. Land use conditions are the determining factor for how a river is classified within State Scenic River Program.

Classification is based on the degree of naturalness and extent of development on the river and adjacent lands at the time of the study. The general descriptions for the three river classifications are as follows:

- *Natural rivers* -- free flowing (without impoundment, diversion, or other modification to the waterway), generally inaccessible except by trail or river, with essentially undeveloped shorelines and unpolluted waters.
- *Scenic rivers* -- essentially free flowing with largely undeveloped shorelines and limited road access; adjacent lands are used for dispersed human activities, such as agriculture, silviculture, and others, which do not disturb the natural character of the river.
- *Recreational rivers* -- have more access and development along the shoreline and should possess outstanding river-related recreational opportunities.

# EXHIBIT M - WILDLIFE LAW ENFORCEMENT OFFICER SALARIES ACROSS STATES

SCDNR obtained the information from Colonel Henderson with Georgia DNR, who obtained it from a 2015 salary study.

| State | Starting salary for entry level officer |
|---|---|
| Oregon | $55,080.00 |
| Massachusetts | $55,000.00 |
| Alaska | $54,000.00 |
| New York | $53,304.00 |
| Washington | $52,080.00 |
| New Jersey | $52,000.00 |
| Minnesota | $51,198.00 |
| California | $49,972.00 |
| North Dakota | $49,632.00 |
| Illinois | $48,168.00 |
| Louisiana | $46,613.00 |
| Rhode Island | $46,394.00 |
| Hawaii | $46,164.00 |
| Wisconsin | $45,801.00 |
| Wyoming | $45,768.00 |
| Nebraska | $44,990.40 |
| Iowa | $44,640.00 |
| Ohio | $43,929.60 |
| New Hampshire | $43,000.00 |
| Michigan | $42,016.00 |
| Colorado | $41,348.00 |
| Nevada | $41,321.00 |
| Georgia | $41,236.00 |
| Montana | $41,163.20 |
| Pennsylvania | $41,000.00 |
| Texas | $40,350.00 |
| Kansas | $39,852.00 |
| Indiana | $39,213.00 |
| Oklahoma | $38,334.00 |
| Maine | $38,188.80 |
| South Dakota | $37,419.00 |
| Florida | $36,222.68 |
| Missouri | $36,084.00 |
| Tennessee | $35,604.00 |
| Alabama | $35,589.60 |
| Virginia | $35,500.00 |
| New Mexico | $35,422.00 |
| Vermont | $35,068.00 |
| Connecticut | $35,000.00 |
| Maryland | $35,000.00 |
| Utah | $34,819.00 |
| Idaho | $34,340.00 |
| Arkansas | $33,861.00 |
| Arizona | $33,435.00 |
| North Carolina | $33,320.00 |
| South Carolina | $32,551.00 |
| West Virginia | $31,726.00 |
| Delaware | $31,568.00 |
| Kentucky | $29,500.00 |
| Mississippi | $28,825.14 |

# EXHIBIT N - INTERNAL AFFAIRS PROCEDURE

SCDNR Law Enforcement Division Directive D321 addresses internal affairs and the complaint procedure.

**SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES**
**LAW ENFORCEMENT DIVISION DIRECTIVE**

DIRECTIVE #: D 321                                          PAGE 1 OF 4

SUBJECT: COMPLAINT PROCEDURE, INTERNAL AFFAIRS          DATE: NOV 21, 1997

RELATED DIRECTIVES, STANDARDS, ETC.:                    LAST REVISION: SEP 1, 2011

RESPONSIBLE AUTHORITY: DEPUTY DIRECTOR OF LAW ENFORCEMENT

<u>THE LANGUAGE USED IN THIS DOCUMENT DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY. THIS DOCUMENT DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR ENTITLEMENTS. THE AGENCY RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTANT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.</u>

**PURPOSE:** The purpose of this directive is to establish guidelines and procedures for receiving, reporting, investigating, and adjudicating allegations of officer misconduct.

**DIRECTIVE:** It is essential that the Division's personnel and the citizens of this state have confidence in these who exercise law enforcement authority. This requires procedures for adequate and expeditious processing of allegations of misconduct by employees.

All employees will comply with agency rules, regulations and directives. All employees will be held strictly accountable for properly exercising the authority they have been given. At the same time, employees must be protected against false allegations of misconduct. This can only be accomplished through a consistently thorough investigative process.

**PROCEDURES:**
A. **Internal Affairs Function**
   1) The Deputy Director of Law Enforcement is responsible for the administration of internal affairs function. An Internal Affairs Officer **(IAO)** will assist the Deputy Director for Law Enforcement with this responsibility, by:
      (a) Receiving, documenting, and maintaining files on all information pertaining to allegations of employee misconduct. These files will be maintained in a secure area separate from the personnel and other records.
      (b) Conducting, supervising or coordinating the investigation of alleged or suspected misconduct within the Law Enforcement Division or within other Divisions upon authorization from the Director.
      (c) Maintaining the confidentiality of all internal affairs investigations and records to the maximum extent allowed by law.

1

2) Appropriate logs for complaints will be maintained by both the IAO and each Region Captain or section head.

B. **Categories of Complaint**
  1) Low Infraction-Allegations that involve:
    (a) Misunderstandings between a citizen and an employee.
    (b) Breaches of policies or directives of less serious nature.
  2) High Infraction
    (a) All allegations brought against an employee of a criminal nature or serious enough to warrant personnel action such as suspension or termination. Allegations of felonious conduct may be reported to SLED or other appropriate law enforcement authority.

C. **Procedure for Accepting Allegations Against Agency Members**
  1) Any citizen complaint, regardless of category, shall be accepted whether it is in person, by phone, or in writing, and an appropriate investigation conducted. Irrational complaints and complainants who exhibit behavior generally associated with some form of dementia or substance abuse may be noted.
  2) An employee who received an initial complaint shall direct the complaint or written complaint to the affected Region Captain or Deputy Director for Law Enforcement.

**IMPORTANT:** Nothing contained herein should be constructed so as to prevent any person with information about misconduct from going directly to the Deputy Director for Law Enforcement.

D. **High Infraction**
  1) In all high infractions, the Deputy Director for Law Enforcement will be notified in a timely manner of the allegation. In addition the agency will acknowledge receipt of the complaint in the appropriate manner.

E. **Assignment of the Investigation**
Allegations of a high infraction shall be assigned for investigations in the following manner:
  1) The Deputy Director for Law Enforcement shall assign a supervisor to investigate the allegation as soon as possible or refer the matter to the IAO or another investigative agency if he feels it is warranted.

F. **Notification to Officers of Internal Affairs Investigation**
  1) The Employee of an internal affairs investigation will be informed of any allegations usually from the affected Captain, provided that investigations conducted by external authorities may control when the officer is informed.

G. **Responsibilities of Employee**
  1) Employees will cooperate fully with any internal investigation. Employees are expected to answer questions specifically and narrowly related to the subject of the investigation and may be compelled to answer questions relating to non-criminal conduct or criminal conduct which will not be prosecuted.

H. **Polygraph Examinations**
  1) The polygraph may be used in any matter for detection of deception, provided no employee shall be required to submit to examination except with the expressed approval of the Deputy Director for Law Enforcement or Director. Any ordered examination must be in accordance with the "Garrity" decision of the United States Supreme Court. Refusal

2

to submit to such examination may result in disciplinary action in accordance to the Standards of Disciplinary Action Policy #701.03.

I. **Further Testing or Disclosures**

1) The Deputy Director for Law Enforcement or Director may require an employee in any matter to submit to any following test or disclosure when specifically directed and narrowly related to the subject of an internal investigation. Failure to follow a direct order of this nature may result in disciplinary action against an employee in accordance to the Standards of Disciplinary Action, Policy #701.03.

J. **Employee Rights**

1) Employees have the same rights guaranteed to all citizens by the Constitution and laws of the State of South Carolina and of the United States.

2) For high infractions, internal investigations will be completed within 180 days from the start of initial complaint. If an extension is necessary, the assigned investigator will request an extension from the Deputy Director for Law Enforcement or Director citing the extenuating circumstances. Throughout the investigation the assigned investigator will keep the Deputy Director for Law Enforcement or the Director informed.

3) Employees have the right
   (a) to be treated fairly,
   (b) to be informed of allegations,
   (c) to have complaints investigated, and
   (d) to be afforded an opportunity to present evidence on their behalf.

K. **Adjudication of Allegation of Employee Misconduct**

1) For high infractions, internal investigations will be completed within 180 days from the start of initial complaint. If an extension is necessary, the assigned investigator will request an extension from the Deputy Director for Law Enforcement or Director citing the extenuating circumstances. Throughout the investigation the assigned investigator will keep the Deputy Director for Law Enforcement or the Director informed.

2) For low infractions, internal investigations will be completed within 180 days from the start of the initial complaint. If an extension is necessary, the assigned investigator will request an extension from the Deputy Director for Law Enforcement or the Director or respective Captain citing the extenuating circumstances. Throughout the investigation, the assigned investigator will keep the Deputy Director for Law Enforcement or Director or affected Captain informed.

3) Upon conclusion of an investigation the investigator will forward all information to the Deputy Director for Law Enforcement or Director or other senior staff members, or affected Captain.

4) The Deputy Director for Law Enforcement or Director or effected Captain shall review the facts and determine whether the complaint should be classified as:
   (a) Unfounded-Evidence sufficient to conclude that the complaint is groundless.
   (b) Exonerated-Actions taken by employee were lawful and proper.
   (c) Not sustained-Insufficient evidence exists to either prove or disprove the complaint.
   (d) Sustained-Sufficient evidence exists to conclude the allegation is correct.

5) If the allegation is sustained based on the facts of the investigation, the Deputy Director of Law Enforcement, Director, senior staff member or affected Captain will take appropriate disciplinary action in accordance with Standards of Disciplinary Action

3

Policy after consultation with the office of Human Resources.

6) Complainants will be informed at the conclusion or resolution of an investigation.

**NOTE: In all investigations where the complaint is classified as "Unfounded", "Exonerated" or "Not Sustained" the employee will be notified in writing that the investigation has been closed and how the investigation was classified.**

K. **Criminal Prosecution Liaison**
1) In the event of any criminal prosecution resulting from an investigation of alleged officer misconduct, the Deputy Director for Law Enforcement or his designee will maintain communication with the appropriate investigating agency and or prosecutor.

L. **Notification of High Authority**
1) The Deputy Director for Law Enforcement periodically will apprise the Director of all internal investigations and will promptly inform the Director of all serious allegations made against DNR officers.

APPROVED:

*A.C. Frampton*

_____

A.C. Frampton, Colonel

4

# COMMITTEE CONTACT INFORMATION

Legislative Oversight Committee

South Carolina House of Representatives

- Website -
http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php

- Phone Number - 803-212-6810

- Email - HCommLegOv@schouse.gov

- Location - Blatt Building, Room 228

[1] Program Evaluation Report, Organizational Units Chart
[2] Agency PER at page 47.