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October 11, 2017

VIA EMAIL and U.S. MAIL

Director Alvin A. Taylor
South Carolina Department of Natural Resources
Post Office Box 167
Columbia, South Carolina 29201-3117

RE: Follow-up from Subcommittee's October 4 and October 9, 2017, meetings with the agency

Dear Director Taylor:

The Law Enforcement and Criminal Justice Subcommittee appreciates the agency's partnership in the oversight process. As follow up from the meetings on October 4, 2017, and October 9, 2017, the Subcommittee seeks additional information from the agency. Please provide this information by Friday, October 27, 2017.

Hiring

1. For each division please provide:
 - a. Steps in the hiring process, including who is involved in each step;
 - b. Number of new hire applicants chosen by the division that were denied by the agency director, each year for the last three fiscal years;
 - c. Steps in the promotion process, including who is involved in each step; and
 - d. Number of promotion applicants chosen by the division that were denied by the agency director, each year for the last three fiscal years.
2. Please provide the cost to train and outfit a new hire in the Law Enforcement Division.

Salaries and Bonuses

3. 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.

4. 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.
5. 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.

Drug Testing

6. Please provide a copy of the agency's drug testing policies.

Turnover

7. Please provide, in an Excel sheet, information about unfilled positions, by division, utilizing the following column headings:
 - a. Division;
 - b. Position title;
 - c. Funded or unfunded;
 - d. Date initially vacant;
 - e. 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
 - f. Additional comments (Include any additional comments necessary to provide clarity or further explanation to the information in the other cells in the row.)
8. Please provide information on how funds for unfilled positions may be utilized by the agency.
9. 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.
10. 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.
11. Please provide a copy of any forms utilized as part of the exit interview process.
12. 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?

Employee Morale/Satisfaction

13. 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. 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.

Outside Surveys

15. How often does the agency employ an outside entity to perform surveys (e.g. survey customer satisfaction of license holders, etc.)?
 - a. Is the contract just between the entity and the agency or does the entity have a statewide contract?

- b. 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?

Finances and Fees

- 16. Please provide the graph with information about appropriations received by the agency over the years, which the Director referenced during the meeting.
- 17. Please provide the following percentages:
 - a. Agency operations funded by fees versus the general fund; and
 - b. Each division's operations funded by fees versus the general fund.
- 18. 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.
- 19. Please provide information the agency gathered three years ago about fees, which agency representatives mentioned during the meeting. Also, please provide, in an Excel sheet, the following information about each registration, permit, fee, etc., including, but not limited to those which are free of charge, under separate column headings:
 - a. Title of fee, registration, etc.;
 - b. Southeastern states with comparable registration, permit, fee, etc. and amount charged by those states;
 - c. Date registration, permit, fee, etc. was first created in SC;
 - d. Current cost in SC;
 - e. Date cost was last increased in SC;
 - f. Frequency owed (annual, quarterly, monthly, etc.) in SC;
 - g. Date frequency was last changed in SC;
 - h. Who is required to pay the fee/have the registration in SC;
 - i. Average annual amount collected (utilize last three fiscal years to obtain average);
 - j. Method of enforcement;
 - k. Re-course/punishment for violations;
 - l. Entity that enforces re-course;
 - m. State entities that receive a portion of the funds;
 - n. Statutory restrictions on how funds can be used in SC, if any, including applicable statutes; and
 - o. How DNR utilizes the funds it receives (if funds are utilized to provide increased conservation, etc., please provide examples of specific activities it has funded).
- 20. 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.)

Credit Card Fees

- 21. 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?
- 22. 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?

Lease Agreements

- 23. Is there a common area maintenance fee in all the buildings the agency leases to other entities?

Contracts

24. 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.

Rescues/Emergencies

25. Please provide a list of activities required by the federal government, or expected by our communities for which there are no federal monies (e.g., marine mammal rescue, monitoring dredging projects, etc.). Please include the expenses the agency has incurred for each of these activities over the last three fiscal years.

Litter

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

Pocket Ranger Mobile Application

27. Please provide the number of users and any other analytics the agency receives from the Pocket Ranger vendor.

Wildlife Magazine

28. Please provide the following information for each fiscal year from 2013-14 through 2017-18:

- a. Number of subscriptions;
- b. Total cost to provide (print, mail, FTE salary, etc.);
- c. Total annual revenue;
- d. Revenue from subscriptions;
- e. Revenue from advertisements; and
- f. Revenue from other sources.

Horseshoe Crabs

29. How many years have horseshoe crab permits for biomedical purposes been available?
30. How many of these permits have been obtained during each of the last three years?
31. How many horseshoe crabs is a holder of one of these permits allowed to harvest/borrow?
32. What potential negative impacts does the agency believe exist if a fee was required for these types of permits?
33. Does the agency have any information on standard industry prices for the blood those with permits obtain from the horseshoe crabs?

Loggerhead Turtle Nests

34. What does the agency attribute to the dip in loggerhead turtle nests in 2014?

Saltwater Recreational Fisheries Advisory Committee (SRFAC)

35. 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:
- a. Name
 - b. Appointed by
 - c. Most recent appointment date
 - d. Date term, from most recent appointment date, ends

36. 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.
37. Please provide a list of how the functions of the SRFAC and the agency's Marine Advisor Board may be duplicative.

E-Ticketing

38. Which other states utilize e-ticketing with wildlife law enforcement officers?
39. What is the estimated total cost savings of having e-tickets? Please include a breakdown of the approximate amount of employee time spent manual entering data that would no longer be required, etc.
40. What information could be accessible in the field that is not currently accessible and how could this information be utilized?
41. 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?
42. Which of the agency's performance measures may be improved through use of E-ticketing and how much could it possibly improve?

Agency's Law Change Recommendation

43. Does the agency plan to request repeal of Regulations 123-20 through 123-35?

Record Retention/Archive

44. Is the agency current with transferring records, including electronic ones, to the Department of Archives and History? If not, why?
45. Please explain the process utilized by the agency to transfer all, if any, required documents to the Department of Archives?

In responding to these questions, please remember the Committee's expectations which are provided in the Committee's Standard Practice 9.

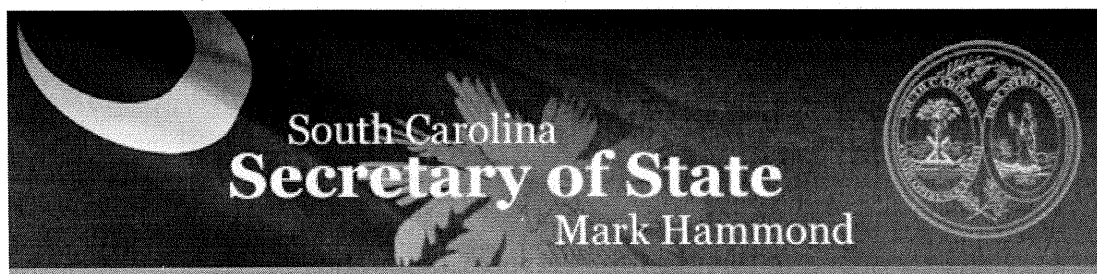
The Subcommittee looks forward to working collaboratively with the agency during the oversight process. Thank you and your team for your service to the citizens of South Carolina.

Sincerely,

A handwritten signature in black ink, appearing to read "Edward R. Tallon Sr.", with a stylized flourish at the end.

Edward R. Tallon Sr.
Subcommittee Chair

cc: The Honorable Wm. Weston J. Newton
The Honorable Katherine E. "Katie" Arrington
The Honorable William M. "Bill" Hixon
The Honorable J. Todd Rutherford


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Saltwater Recreational Fisheries Advisory Committee

 Statutes: [SC Code §50-5-1950](#)

| Members | | | | | | |
|-------------------|-------------------|------------------------|--|----------------|-----------------|-------------------------------------|
| Position | Position Title | Current Members | Appointed By | Appointed Date | Expiration Date | Coterm/At Pleasure Of |
| At Large | Chair | Nash, N. Skeeter | Governor | 12/29/2005 | 7/1/2008 | <input type="checkbox"/> |
| At Large | Member | Tanner, John E. | Governor | 3/30/2004 | 7/1/2008 | <input type="checkbox"/> |
| Beaufort County | Member | Webster, Thomas C. | Beaufort County Legislative Delegation | 2/17/2006 | 6/30/2010 | <input type="checkbox"/> |
| Berkeley County | Member | Meadows, Edward J. Jr. | Berkeley County Legislative Delegation | 10/16/2007 | 6/30/2010 | <input type="checkbox"/> |
| Charleston County | Member | Able, Michael L. | Charleston County Legislative Delegation | 8/3/2012 | 6/30/2016 | <input type="checkbox"/> |
| Colleton County | Member | Griffith, Charles | Colleton County Legislative Delegation | 12/15/2008 | 6/30/2012 | <input type="checkbox"/> |
| DNR Board Liaison | Ex Officio Member | Rhodes, Caroline C. | | 4/12/2011 | 7/1/2014 | <input checked="" type="checkbox"/> |
| Dorchester County | Member | Reardon, Doug | Dorchester County Legislative Delegation | 5/11/2011 | 6/30/2015 | <input type="checkbox"/> |
| Georgetown County | Member | Adams, Bradford Chase | Georgetown County Legislative Delegation | 10/17/2012 | 6/30/2016 | <input type="checkbox"/> |
| Horry County | Member | Wallen, Jeffrey H. | Horry County Legislative Delegation | 4/6/2005 | 6/30/2008 | <input type="checkbox"/> |
| Jasper County | Member | Henderson, Daniel E. | Jasper County Legislative Delegation | 10/26/2000 | 6/30/2004 | <input type="checkbox"/> |

If you are an appointing authority or administrator of a state board or commission and need to report an appointment, resignation, or other change in membership to the Secretary of State's Office, you may send your written notification to:

SC Secretary of State's Office
 Attn: Boards & Commissions
 1205 Pendleton Street, Suite 525
 Columbia, SC 29201

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