

Legislative Oversight Committee

South Carolina House of Representatives

Post Office Box 11867

Columbia, South Carolina 29211

Telephone: (803) 212-6810 • Fax: (803) 212-6811



Program Evaluation Report

PROGRAM EVALUATION REPORT

JANUARY 2018

The contents of this report are considered sworn testimony from the Agency Director.

South Carolina Department of Parks, Recreation & Tourism

Date of Submission: *March 9, 2018*

Agency Director

Name: Duane Parrish

Start Date: February 17, 2011

Number of Years as Agency Head: 7

Number of Years at Agency: 7

Email: dparrish@scprt.com

Primary Agency Staff Contact for Oversight Study

Name: Justin Hancock

Phone: 803-734-1747

Email: jhancock@scprt.com

Main Agency Contact Information

Phone: 803-734-1700

Mailing Address: 1205 Pendleton Street, Suite 248, Columbia, SC 29201

Agency Online Resources

Website address: www.scprt.com

Online Quick Links:

Agency Website: <https://www.scprt.com/>

Tourism Website: <https://discoversouthcarolina.com/>

State Parks Website: <https://southcarolinaparks.com/>

SC Film Office Website: <http://filmsc.com/>

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Please type responses to each question directly below the question. For the questions which ask agency representatives to complete an Excel chart, please complete the chart and attach it to the end of this document when submitting the Adobe (.pdf) version.

I. Agency Snapshot

A. *Successes and Issues*

1. What are 3-4 agency successes?

- 1) Record Statewide Tourism Growth – SCPRT monitors topline statewide tourism metrics to track the overall health of South Carolina’s tourism economy and broadly gauge the impact of the agency’s services and programs on the state’s tourism industry. Over the past five years, South Carolina has experienced consecutive tourism growth based on these topline metrics. Since 2011, statewide hotel occupancy has increased over 17% and statewide hotel RevPAR (Revenue per Available Room) has increased 53%. Statewide Admissions Tax Collections have also shown consistent increases from FY 11 through FY 15 (currently, the last full year of available data). At the close of FY 11, Statewide Admissions Tax collections totaled \$32.3 million. At the end of FY 15, Statewide Admissions Tax collections totaled nearly \$37 million, representing an increase of 14.4%. State Parks Revenue is also monitored, not only to indicate the operational and financial performance of the State Parks System, but also to gauge tourism business conditions for many of South Carolina’s rural areas. At the end of FY 11, State Parks revenue totaled just under \$20 million. In FY 17, State Parks revenue totaled over \$27 million, representing a 36% increase in total revenue generation for the State Parks System.
- 2) Undiscovered SC Marketing - In 2013, SCPRT shifted its domestic statewide marketing strategy to focus more attention on the state’s developing and rural travel destinations. The first iteration of this initiative, termed Undiscovered SC, was the South Carolina BBQ Trail. The BBQ Trail provided broad exposure for the state’s numerous barbecue restaurants and experiences, and also highlighted unique aspects of barbecue in South Carolina, such as the four distinct sauce types found across the state. The second phase of the Undiscovered SC marketing initiative focused primarily on the variety of outdoor recreational experiences that South Carolina has to offer. The most recent campaign was the Satisfy Your Thirst Tour, which highlighted the various beverages made in South Carolina, specifically those that offer visitors the opportunity to learn how the product is made. The Satisfy Your Thirst tour included breweries, vineyards, distilleries, dairy farms and tea plantations. The Undiscovered SC initiative experienced great success in the domestic market, as third party advertising studies consistently indicated year over year increases in consumer advertising awareness in key domestic markets. These advertising studies have determined that visitors who are aware of PRT’s advertising travel at double the rate of unaware consumers and that this advertising has influenced over 600,000 direct trips to South Carolina’s Undiscovered travel destinations. The tangible impact of these marketing efforts is further evidenced by recent lodging data from Smith Travel Research, which indicated that South Carolina’s rural areas experienced a 9% increase in hotel revenues in 2017, one of the highest rates of growth in the state last year.
- 3) State Parks Revenue Growth and Product Improvement– In FY 12, SCPRT began implementing new business practices and enhanced State Parks marketing in order to increase State Parks revenue and improve operational self-sufficiency. These new strategies included yield management for State Parks accommodations, which allow the agency to

make real-time adjustments to accommodations rates based on changes in consumer demand and market conditions. The enhanced marketing strategy included the Ultimate Outsider program, which was designed to motivate both new and traditional State Parks users to visit all 47 State Parks in order to broaden exposure for under-utilized State Parks. Since the Ultimate Outsider program began in FY 14, over 700 participants completed the Ultimate Outside Challenge by visiting all 47 State Parks. Overall, State Parks experienced consistent increases in every major revenue category from FY 11 through FY 16, when revenue totaled over \$28 million. These revenue increases have allowed State Parks to both improve operational self-sufficiency and enhance visitor experiences through product improvement. Due to the loss of campgrounds and corresponding revenues at Edisto Beach and Hunting Island state parks after Hurricane Matthew in FY 17, total State Parks revenues decreased to \$27.2 million last fiscal year. However, the estimated revenue losses at Edisto Beach and Hunting Island state parks were mitigated by strategic efforts to shift consumer business to other parks within the system, and instead of a total revenue loss of \$2 million, State Parks only experienced a revenue loss of approximately \$885,000 in FY 17. Without these business and marketing strategies, the revenue loss impact on State Parks would have been considerably more substantial. In the current fiscal year (FY 18), year-to-date State Parks revenue totals have increased approximately 15% over the same time period in FY 17 and 10% over the first seven months of FY 16 – a strong indication of continued business and revenue recovery for the State Parks System.

- 4) Welcome Center Improvements - In July 2014, SCPRT signed an MOU with SCDOT and acquired full control of all aspects of Welcome Center operations, including management of facilities and grounds. During FY 15, SCPRT began identifying various opportunities to improve the grounds and facilities at South Carolina's Welcome Centers. These improvements ranged from addressing landscaping needs to identifying opportunities for technology enhancements inside the centers and developing designs and plans for new centers at Hardeeville and Fort Mill. The landscaping improvements utilize indigenous plants in order to improve the curb appeal of the centers and reduce regular maintenance costs. The technology enhancements, which were fully implemented at the Landrum Welcome Center, included static and interactive screens that provide visitors important information for their travel planning needs. In addition, the interior of the Landrum Welcome Center was redesigned to provide better visitor traffic flow within the center and more open and ergonomic conditions for both Welcome Center guests and SCPRT travel coordinators. In FY 16, SCPRT began construction on Welcome Center facilities at I-95 northbound near Hardeeville and I-77 southbound at Fort Mill. Both new centers, which were opened in FY 17, incorporated technology and visitor service upgrades such as indoor, lighted vending areas. In addition, the new Welcome Center facilities were designed to better reflect the natural or cultural characteristics of their surrounding areas and provide an enhanced visitor experience for Welcome Center guests.

2. What are 3-4 agency challenges? These may include things agency representatives already have a plan to improve.

- 1) Revenue Impacts and Physical Damages from Hurricanes - The impact of Hurricane Matthew - in terms of both physical damages and revenue disruption - created substantial challenges for State Parks operations. SCPRT estimates that Hurricane Matthew caused approximately \$8.7 million in physical damages to South Carolina's State Parks and resulted in revenue losses totaling over \$2 million in FY 17. While most of the 18 parks impacted by the storm were reopened and resumed regular visitor capacity and operations within three weeks after Hurricane Matthew, the extensive damages incurred at two of system's most popular parks –

Edisto Beach and Hunting Island –resulted in significantly diminished visitor capacity and, consequently, residual revenue disruptions that continued into FY 18. A new campsite at Hunting Island and the beachfront campsite at Edisto Beach State Park were reopened in FY 18; however, these campsite areas were again closed in the aftermath of Hurricane Irma in the fall of 2017. Although both campsite areas were reopened by February 2018, campsite capacity at Hunting Island remains significantly decreased compared to the capacity prior to Hurricane Matthew.

- 2) State Parks Deferred Maintenance - The State Park System includes over 160 miles of roads and 1,500 public-use facilities, many of which were built by the Civilian Conservation Corps in the 1930s. While the State Park Service strives to maintain these facilities through routine maintenance and repair, deterioration due to the age of these structures, climate and other natural elements, and the high volume of use often outpaces these maintenance efforts. In addition, many of the State Parks' maintenance needs – such as road repair or repaving – are large-scale projects that involve equipment and workforce capacity beyond the scope of the State Park Service. And, while in recent years the State Park Service has utilized increased revenue and self-sufficiency to address some of these needs, the financial requirements of many of these projects outweighs the gains in revenue.
 - 3) Succession Planning – When the TERI program sunsets at the end of FY 18, SCPRT will lose 28 staff members, of which 25 are members of the State Parks Service, many in critical management positions. The impact of this is further complicated since it will occur during July 4th week, one of the busiest times for the State Parks System. In addition, SCPRT has another 32 staff members who will become eligible for retirement based on years of service or age. SCPRT has begun pro-actively conducting succession planning in advance of the conclusion of the TERI program, utilizing this as a window of opportunity to ensure that the agency is prepared for the broad succession that will occur at the close of the fiscal year. While nearly all areas of the agency will experience some level of staff change during this period, the number of leadership positions affected, as well as the timing of these changes, necessitates a carefully-managed process to ensure a smooth transition in both the State Park Service central office and field areas. In order to better prepare the next generation of State Parks leadership, SCPRT is utilizing a transitional overlap period for certain critical positions in State Parks, which will allow outgoing staff the opportunity to directly share their expertise and knowledge with the incoming hires to prevent the loss of valuable organizational information. Similarly, SCPRT has begun a series of monthly training sessions and professional development opportunities for field staff in the Welcome Center program. Training participants are also required to complete 20 hours of job shadowing, both at their current Welcome Center and at other Welcome Centers across the state.
- 3. What are 3-4 emerging issues agency representatives anticipate having an impact on agency operations in the upcoming five years?**
- 1) State Parks Visitor Capacity – The South Carolina State Parks System currently has twelve parks that typically reach visitor capacity limits during peak season. These parks include Myrtle Beach, Hunting Island, Edisto Beach, Dreher Island, Caesars Head, Table Rock, Givhans Ferry, Sesquicentennial, Musgrove Mill, Jones Gap, Paris Mountain, and Devils Fork state parks. In some cases, such as Myrtle Beach State Park during the summer season or Jones Gap during the fall, parks frequently experience visitor capacity limits by mid-morning, which forces visitors who want to enter the park to either wait until space becomes available or find another available park or destination. SCPRT anticipates that this issue will not only continue, but will expand to other parks in the system, including Huntington Beach, Lake Greenwood,

Landsford Canal and Andrew Jackson state parks. Resolving visitor capacity issues is not as simple as creating additional parking spaces, since increasing visitor capacity would also require potentially increasing the number of visitor facilities, such as comfort stations, as well as park staff to manage the increased visitor volume.

- 2) The Future of Print and Digital Media and Advertising – As consumer behavior continues to evolve, SCPRT must continually re-evaluate effectiveness of print advertising and collateral pieces, such as the annual Discover vacation guide and South Carolina Highway Map, in terms of both cost and consumer awareness. With increasing consumer preference for digital and mobile information consumption, SCPRT has gradually shifted its advertising purchases away from traditional print media and toward digital media, including traditional website advertising, social media and mobile platforms. Over the next few years, particularly as the Baby Boomer population continues to age, SCPRT may have to determine the right opportunity to cease printing collateral materials altogether and completely shift its advertising purchases from traditional print media. While digital platforms have become increasingly prevalent for advertising and collateral, the fluidity of consumer preferences for digital outlets and platforms will pose new challenges for ensuring optimal advertising effectiveness, especially as digital platforms continue to evolve and as digital continues to gradually replace print in the media marketplace.
- 3) Adjusting to the Shared Economy – Another rising challenge in tourism marketing and industry relations is the continued rise of shared economy businesses such as AirBnB and Uber. Like other State Tourism Agencies, SCPRT has long relied on partnerships with local destinations and traditional tourism businesses to promote the state and its many travel destinations. Shared economy business, however, often operate – more or less – independently of state and local tourism offices, often benefitting from the marketing efforts of these organizations without supporting or interacting with the broader tourism industry. Across the U.S., some cities – such as San Francisco – have begun exploring opportunities to work with companies such as AirBnB, while others – such as New York City – have experienced nearly oppositional relationships with these shared economy businesses. Overall, if consumer preferences for these types of businesses continues to increase, both South Carolina and its destinations will have to determine how to adapt to this changing business environment in order to involve shared economy businesses in collaborative tourism promotion.
- 4) Maintaining Film Recruitment Competitiveness – While South Carolina has experienced continued success in film and television project recruitment over the past few years, its ability to effectively compete against Georgia may be impeded by several recent and emerging factors. In addition to the 30% incentives offered by the state of Georgia, the city of Savannah has begun offering a separate 10% incentive in order to entice more film business. Due to the high volume of film business in Georgia, South Carolina has experienced greater numbers of film crew moving to Georgia, thus eroding South Carolina’s film crew base. Similarly, the North Carolina film crew base, a major workforce resource for South Carolina-based film projects, has also begun to erode as more members move to Georgia or other high film volume states. Available local film crew is essential for the recruitment of film and television projects. Moreover, since Charleston is generally the most sought after location for many film and television projects, the state’s ability to effectively compete may be further hindered by increasing hotel room rates, which drive up production costs, and difficulties experienced by film production companies interacting with local government offices.

B. Records Management

4. Is the agency current with transferring records, including electronic ones, to the Department of Archives and History? If not, why?

Yes, the agency is current with transferring records to the Department of Archives and History.

5. Please provide the Committee a copy of the agency's records management policy. If the agency does not have a records management policy, what is the agency's plan to create one?

The agency does not currently have a records management policy; however, each department within the agency has a records retention schedule approved by the Department of Archives and History that it follows.

II. Agency Legal Directives, Plan & Resources (Study Step 1: Agency Legal Directives, Plan and Resources)

A. History

6. Please provide the major events history of the agency by year, from its origin to the present, in a bulleted list. Include the names of each director with the year the director started and major events (e.g., programs added, cut, departments/divisions changed, etc.).

SCPRT Historic Timeline

- 1934
 - The South Carolina Legislature charged the Commission of Forestry, the only agency with a mandate to conserve natural resources, with the responsibility of developing and administering a state park system. The Civilian Conservation Corps, the National Park Service, and the U. S. Forest Service began assisting the state in the development of the park system.
 - Aiken State Park property (1,067 acres) acquired through purchase from various landowners.
 - Cheraw State Park property (7,361 acres) acquired through donation from U.S. Government and various landowners.
 - Givhans Ferry State Park property (1,235 acres) acquired through donation from City of Charleston.
 - Kings Mountain State Park property (6,141 acres) acquired through donation from U.S. Government.
 - Myrtle Beach State Park property (312 acres) acquired through donation from Myrtle Beach Farms.
 - Poinsett State Park property (1,000 acres) acquired through donation from Sumter County.
- 1935
 - Chester State Park property (523 acres) acquired through purchase from Lake View Corporation and other various landowners.
 - Edisto Beach State Park property (1,255 acres) acquired through donation from Edisto Company.
 - Lee State Park property (2,839 acres) acquired through donation from Lee County.
 - Oconee State Park property (1,165 acres) acquired through donation from Oconee County.
 - Paris Mountain State Park property (1,275 acres) acquired through donation from City of Greenville and purchase from single landowner.
 - Table Rock State Park property (2,860 acres) acquired through donations from Pickens County and City of Greenville.
- 1936
 - Myrtle Beach State Park becomes the first state park opened to the public.
 - Aiken State Park opened to the public.
 - Poinsett State Park opened to the public.
 - Kings Mountain State Park opened to the public.
 - Chester State Park opened to the public.

- 1937
 - Barnwell State Park property (307 acres) acquired through purchase from various owners.
 - Sesquicentennial State Park property (1,445 acres) acquired through donation from Sesquicentennial Commission.
 - Edisto Beach State Park opened to the public.
 - Givhans Ferry State Park opened to the public.
 - Oconee State Park opened to the public.
 - Paris Mountain State Park opened to the public.
- 1938
 - Hunting Island State Park property (5,000 acres) acquired through donation from Beaufort County.
 - Lake Greenwood State Park property (914 acres) acquired through donation from Greenwood County.
 - Colleton State Park property (35.44 acres) acquired through donation from U.S. Government.
- 1939
 - Barnwell State Park opened to the public.
 - Cheraw State park opened to the public.
- 1940
 - Colleton State Park opened to the public.
 - Lake Greenwood State Park opened to the public.
 - Sesquicentennial State Park opened to the public.
 - Table Rock State Park opened to the public.
- 1941
 - Hunting Island State Park opened to the public.
 - Lee State Park opened to the public.
 - General Thomas Sumter's Tomb property (5 acres) acquired through donation from individual landowner.
- 1942
 - Santee State Park property (2,346 acres) acquired through donation from Orangeburg County.
- 1943
 - All of Myrtle Beach and Hunting Island State Parks, and a portion of Edisto Beach State Park, were turned over to the armed forces for training purposes and shore patrol until the end of WWII.
- 1945
 - Rivers Bridge State Historic Site property (390 acres) acquired through donation from Confederate Memorial Association.
 - Rivers Bridge State Historic Site opened to the public.

- 1948
 - Fort Watson property (2.8 acres) acquired through lease from SC Public Service Authority.
- 1949
 - Croft State Park property (7,088 acres) acquired through purchase from U.S. Government.
 - Santee State Park opened to the public.
- 1950
 - Pleasant Ridge State Park property (300 acres) acquired through purchase from the Enoree River Baptist Association.
- 1951
 - Little Pee Dee State Park property (835 acres) acquired through donation from Dillon County.
- 1953
 - Andrew Jackson State Park property (360 acres) acquired through donation from Lancaster County.
- 1955
 - Little Pee Dee State Park opened to the public.
 - Pleasant Ridge State Park opened to the public as a segregated park for African Americans.
- 1956
 - Edisto Beach State Park was closed after segregated operation was challenged by the NAACP.
- 1957
 - Andrew Jackson State Park opened to the public.
- 1960
 - Huntington Beach State Park property (2,500 acres) acquired through lease from Brookgreen Trustees.
 - Rose Hill State Historic Site property (44 acres) acquired through purchase from individual landowner.
 - Colonial Dorchester State Historic Site property (21.5 acres) acquired through lease from Westvaco and donation from the Protestant Episcopal Church and opened to the public.
- 1961
 - Rose Hill State Historic Site opened to the public.
 - A class action suit was filed to integrate the parks and an order was issued for State Parks to comply with the Civil Rights Act of 1954.

- 1962
 - Recreation Land Trust Fund (RELT) created by legislation. S.C. Code Ann 51-11-10.
 - Huntington Beach State Park opened to the public.
 - General Francis Marion's Tomb property (9.65 acres) acquired through donation from Flack-Jones Lumber Company.
- 1963
 - SC Attorney General ordered all South Carolina State Parks closed in response to 1961 Federal Order.
 - Eutaw Springs property (2.6 acres) acquired through lease from SC Public Service Authority.
 - Colonel Isaac Haynes' Tomb property (1 acre) acquired through donation from individual property owner.
- 1965
 - South Carolina joins Travel South USA, a coalition of Southeastern state travel directors designated by the Southern Governors Association to participate in cooperative tourism marketing initiatives.
 - Land and Water Conservation Fund (LWCF), a federal grant program, established by Congress.
- 1966
 - Sadlers Creek State Park property (394.7 acres) acquired through lease from US Army Corps of Engineers.
 - All State Parks reopened on a fully integrated basis.
- 1967
 - State Parks, Recreation and Tourism Commission was established and absorbed the State Travel Office from the State Development Board, the State Recreation Commission, and the existing State Park system.
 - State Director – Robert Hickman appointed as Agency Director of SCPRT (1967-1973).
 - Baker Creek State Park property (1,305 acres) acquired through lease from US Army Corps of Engineers.
- 1968
 - Baker Creek State Park opened to the public.
 - Sadlers Creek State Park opened to the public.
 - Little River Welcome Center (Highway 17) opened.
- 1969
 - Hickory Knob State Park property (1,090.55 acres) acquired through lease from US Army Corps of Engineers.
 - Additional property (76.86 acres) for Colonial Dorchester State Historic Site acquired through quitclaim from Westvaco.

- 1970
 - Dreher Island State Park property (348 acres) acquired through lease from South Carolina Electric & Gas Company and opened to the public.
 - Keowee-Toxaway State Park property (1,000 acres) acquired through donation from Duke Power Company.
 - Landsford Canal State Park property (244 acres) acquired through donation from Duke Power Company.
 - Charles Towne Landing property (664 acres) acquired through legislative transfer from Tricentennial Commission and opened to the public.
 - Fair Play Welcome Center (I-85 Northbound) opened.
 - Allendale Welcome Center (Highway 301) opened.
 - Landrum Welcome Center (I-26 Southbound) opened.
- 1971
 - Lynches River State Park property (668 acres) acquired through purchase from various landowners.
 - Wildcat Wayside property (62.9 acres) acquired through transfer from State Highway Department and Department of Interior.
 - North Augusta Welcome Center (I-20 Eastbound) opened.
- 1972
 - Hamilton Branch State Park property (731 acres) acquired through lease from US Army Corps of Engineers and opened to the public.
 - Hampton Plantation State Historic Site property (322 acres) acquired through purchase from various landowners.
- 1973
 - State Director – Fred Brinkman appointed as Agency Director of SCPRT (1973-1991).
 - Hickory Knob State Park opened to the public.
 - Landsford Canal State Park opened to the public.
 - N.R. Goodale State Park property (700 acres) acquired through donation from Kershaw County and opened to the public.
 - Redcliffe Plantation State Historic Site property (350 acres) acquired through donation from individual landowner.
 - Woods Bay State Park property (1,541 acres) acquired through purchase from various landowners and opened to the public.
 - Dillon Welcome Center (I-95 Southbound) opened.
 - Santee Welcome Center (I-95 Southbound) opened in mobile facility.
- 1975
 - Keowee-Toxaway State Park opened to the public.
 - Redcliffe Plantation State Historic Site opened to the public.
 - Musgrove Mill State Historic Site property (365 acres) through purchase from various landowners.
 - Hanging Rock property (250 acres) acquired through purchase from various landowners.
 - Santee Welcome Center (I-95 Southbound) relocates to permanent facility.

- 1976
 - Caesars Head State Park property (7,467 acres) acquired through purchase from various landowners.
 - Lake Hartwell State Park property (680.5 acres) acquired through lease from US Army Corps of Engineers and purchase from various landowners.
 - Oconee Station State Historic Site property (210.7 acres) acquired through purchase from single landowner.
 - Jones Gap State Park property (3,346 acres) acquired through purchase from various landowners.
 - Additional property (208 acres) for Table Rock State Park acquired through purchase from various landowners.
- 1978
 - Hardeeville Welcome Center (I-95 Northbound) opened.
- 1979
 - Sergeant Jasper State Park property (441.83 acres) acquired through purchase from Union Camp.
- 1980
 - Lake Warren State Park property (422 acres) acquired through purchase from various landowners.
 - South Carolina Film Office established by Governor Riley. Film Office reports directly to Governor's Office.
- 1981
 - Fort Mill Welcome Center (I-77 Southbound) opened.
 - South Carolina Film Office transferred to SCETV.
- 1982
 - Calhoun Falls State Park property (438 acres) acquired through lease from US Army Corps of Engineers.
 - Lake Wateree State Park property (238.28 acres) acquired through purchase from Crescent Land & Timber.
 - McCalla property (6,239 acres) acquired through lease from US Army Corps of Engineers.
 - Additional property (247.02 acres) for Colonial Dorchester State Historic Site acquired through purchase from Westvaco.
 - 247 acres of property at Givhans Ferry State Park transferred to Westvaco.
- 1983
 - South Carolina Film Office transferred to SC Arts Commission.
- 1984
 - Additional property (131.65 acres) acquired for Santee State Park through purchase from Santee Shores.

- 1985
 - South Carolina Film Office transferred to SC Development Board.
 - Pleasant Ridge State Park property transferred to Greenville County Recreation.
 - Jones Gap State Park opened to the public.
 - Lake Hartwell State Park opened to the public.
 - Lake Wateree State Park opened to the public.
- 1986
 - Caesars Head State Park opened to the public.
 - The US Circuit Court of Appeals ruled that government employees at all levels, except for certain exempt management and professional classifications, were entitled to overtime compensation for all work over 40 hours per week. Prior to this, many park personnel had been working over 70 hours per week during peak season. The court ruling caused the immediate loss of man-hours to the park system equivalent to 71 full-time employees. In response, the General Assembly authorized 62 new positions. As a result, specially trained personnel were hired for maintenance and visitor services, which led to improvement in both operations and interpretive programming.
- 1987
 - South Carolina Film Office closed.
 - Parks and Recreation Development Fund (PARD) established by legislation. S.C. Code Ann. 51-23-30.
- 1988
 - South Carolina Film Office reopened under SC Development Board.
- 1989
 - Hurricane Hugo devastation caused approximately \$4.5 million in damage at state parks.
- 1990
 - Lake Warren State Park opened to the public.
 - Tourism Division split into two Departments: International Tourism and Domestic Tourism.
- 1991
 - Devils Fork State Park property (622 acres) acquired through lease from Duke Power Company and opened to the public.
 - Additional property (14.78 acres) at Hampton Plantation State Historic Site acquired through purchase from various landowners.
 - Additional property (15 acres) for Table Rock State Park acquired through donation from single landowner.
 - The Recreational Trails Program, a federal grant program, established by Congress.
- 1992
 - State Director – John W. “Bill” Lawrence appointed as Agency Director of SCPRT (1992-1993).

- 1993
 - SCPRT becomes a cabinet agency.
 - Primary source of SCPRT funding changed from Admissions Tax collections to State General Fund.
 - State Director – Grace (McKown) Young appointed as Agency Director of SCPRT (1993-1997).
- 1994
 - Oconee Station State Historic Site opened to the public.
 - South Carolina Film Office transferred to SCPRT. The Film Office is expanded to include Film, Entertainment and Sports Development.
- 1996
 - South Carolina National Heritage Corridor established by Congress.
- 1997
 - State Director – William “Buddy” Jennings appointed as Agency Director of SCPRT (1997-2000).
- 1998
 - South Carolina National Heritage Corridor placed under SCPRT management through an agreement with the National Park Service.
- 1999
 - South Carolina Film Office transferred to SC Department of Commerce.
 - Sergeant Jasper State Park property sold to Jasper County.
- 2000
 - State Director – John Durst appointed as Agency Director of SCPRT (2000-2003).
- 2001
 - Allendale Welcome Center (Highway 301) closed permanently.
 - SCPRT budget reduced by \$339,446 through one mid-year budget reduction.
- 2002
 - SCPRT budget reduced by \$2,181,327 through two budget reductions.
- 2003
 - State Director – Chad Prosser appointed as Agency Director of SCPRT (2003-2011).
 - SCPRT budget reduced by \$2,934,793 through two budget reductions.
 - Agency restructured due to budget reductions. All Division Director positions were eliminated. The offices of Tourism Marketing, Tourism Sales, and New Market Development were merged into the office of Tourism Sales & Marketing. The Parks and Recreation Division was split into two separate offices: State Parks and Recreation, Planning and Engineering. The offices of Business Development, Sports Development, and Heritage Tourism Development were merged into the office of Community and Economic Development. The offices of Budget and Fiscal Management and Finance were merged into the Finance office. The office of Internal Policy & Programs was changed to Research and Policy Development.

- Musgrove Mill State Historic Site opened.
- SC State Parks began to utilize a business approach for State Parks operations at certain park locations.
- 2005
 - The South Carolina Motion Picture Incentive Act established local and state sales and use tax exemptions and tax rebates for qualified wage and supplier spending in South Carolina by motion picture production companies. S.C. Code Ann.
 - Department of Performance Development eliminated. Staff transferred to various departments throughout the agency.
 - SC State Parks implemented a Central Reservation System for all State Parks accommodations.
- 2006
 - Destination Specific Marketing Fund program established.
- 2007
 - SCPRT's grant program, Tourism Marketing Partnership Program (TMPP), replaced by the Tourism Partnership Fund (TPF) grant program. The TPF grant program allowed for greater flexibility for grant-eligible activities.
- 2008
 - South Carolina Film Office transferred to SCPRT.
 - SCPRT established Product Development grant program to provide financial assistance to local government for tourism-related project planning and construction.
- 2009
 - SCPRT's budget reduced by \$6,512,739 through a series of targeted and mid-year budget reductions.
 - Agency restructured following budget reductions. Department of Community and Economic Development eliminated. Department of Recreation, Planning and Engineering (RP&E) eliminated. Remaining Engineering staff moved under State Parks Service. Department of Tourism and Recreation Development created from remaining RP&E and Community and Economic Development staff.
 - Product Development grant program eliminated due to budget reductions.
- 2010
 - SCPRT's budget reduced by \$2,313,254 through two mid-year budget reductions.
- 2011
 - State Director – Duane Parrish appointed as Agency Director of SCPRT (2011-present).
 - SC State Parks implemented revenue enhancement strategies in order to pursue the goal of full operational self-sufficiency.
 - The Tourism Partnership Fund grant program replaced by the Tourism Advertising Grant (TAG) program. The TAG program restricted grant-eligible activities to paid advertising purchases.
 - At the direction of Governor Nikki Haley, SCPRT Duane Parrish worked with Commerce Secretary Bobby Hitt and Hilton Head-based organizations to secure title and presenting sponsorships for the Heritage Golf Tournament from RBC and Boeing.

- 2013
 - SCPRT launches the Undiscovered SC marketing initiative with the establishment of the SC BBQ Trail.
 - The Tourism Oriented Directional Signage (TODS) program established by legislation.
 - Department of Tourism & Recreation Development eliminated; remaining staff transferred to Administrative Services.
- 2014
 - SCPRT signs an MOU with SCDOT and assumed full operational control of all SC Welcome Center facilities.
 - South Carolina Chef Ambassador program established as a joint program between SCPRT and the SC Department of Agriculture.
 - SCPRT released from management responsibilities of the South Carolina National Heritage Corridor by Governor's Executive Order 2014-33.
 - Department of Public Relations & Information eliminated; remaining staff transferred to Communications or Tourism Sales & Marketing.
 - SCPRT established the Undiscovered SC grant program to provide financial assistance for the construction of rural tourism projects.
- 2015
 - Technology upgrades and renovations completed at Landrum Welcome Center.
 - SCPRT established the Sports Tourism Advertising & Recruitment grant program to provide financial assistance to local governments for recruiting and hosting new sports tourism events.
- 2016
 - Hurricane Matthew caused \$8.7 million in physical damages at SC State Parks and resulted in temporary closures at 18 State Parks.
 - SCPRT established the Beach Renourishment Financial Assistance grant program.
 - Design phase and construction began for new facilities for Hardeeville Welcome Center.
 - Design phase and construction began for new facilities for Fort Mill Welcome Center.
- 2017
 - Construction of new Welcome Center facility at Fort Mill completed.
 - Construction of new Welcome Center facility at Hardeeville completed.
 - Design phase of new facilities for Dillon Welcome Center began.
 - St. Phillips Island property (4,680 acres) acquired through purchase from single landowner to become part of Hunting Island State Park.

B. Governing Body

7. Please provide information about the body that governs the agency, if any, and to whom the agency head reports. Explain what the agency's enabling statute outlines about the agency's governing body (e.g., board, commission, etc.), including, but not limited to: total number of individuals in the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; the names of the individuals currently on the governing body, date elected/appointed, and term number; duties of the governing body and any other requirements or nuances about the body which the agency believes is relevant to understanding how it and the agency operate. If the governing body operates differently than outlined in statute, please describe the differences.

In accordance with State Statute (S.C. Code Ann. §51-1-10; §1-30-10 §1-30-80), SCPRT is governed by an Agency Director who is appointed by the Governor. There are no service limits for an Agency Director. The Agency Director may be removed by the Governor as provided in §1-3-240(B).

C. Internal Audit Process

8. Please provide information about the agency's internal audit process, including: whether the agency has internal auditors; a copy of the internal audit policy or charter; the date the agency first started performing audits; the positions of individuals to whom internal auditors report; the general subject matters audited; the position of the person who makes the decision of when an internal audit is conducted; whether internal auditors conduct an agency-wide risk assessment routinely; whether internal auditors routinely evaluate the agency's performance measurement and improvement systems; the total number of audits performed in the last five fiscal years; and the date of the most recent Peer Review or Self-Assessment by the SC State Internal Auditors Association or other entity (if other entity, name of that entity).

SCPRT does not have internal auditors. The internal auditor positions were eliminated during the budget reductions and subsequent reduction-in-force during FY 08-09. In addition, the agency has determined that these positions are no longer warranted due to the implementation of the Point of Sale System and Central Reservation System, which greatly reduced or eliminated untraceable transactions. The agency does maintain internal control review processes for inventory control and money management. These internal control review processes are conducted by State Parks staff with oversight from SCPRT's Office of Finance.

D. Laws

9. Please complete the **Laws Chart** tab in the attached Excel document.

Please see the agency's completed chart.

E. Deliverables

10. Please complete the **Deliverables Chart** tab in the attached Excel document.

Please see the agency's completed chart.

11. Please complete the **Deliverables - Potential Harm Chart** tab in the attached Excel document.

Please see the agency's completed chart.

F. Organizational Units

12. Please complete the **Organizational Units Chart** tab in the attached Excel document.

Please see the agency's completed chart.

III. Agency Resources and Strategic Plan

13. Please complete the **Comprehensive Strategic Finances Chart** tab in the attached Excel document, to provide the Committee information on how the agency spent its funding in 2016-17.

Please see the agency's completed chart.

14. Please provide the following information regarding the amount of funds remaining at the end of each year that the agency had available to use the next year (i.e., in 2011-12, insert the amount of money left over at the end of the year that the agency was able to carry forward and use in 2012-13), for each of the last five years.

Year	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Amount Remaining at end of year that agency could use the next year	State: \$4,614,532.18 Other: \$32,147,187.46* Federal: (\$381,662.35)	State: \$3,544,308.65 Other: \$37,006,758.47* Federal: (\$975,426.31)	State: \$4,600,077.10 Other: \$48,882,145.27* Federal:\$ (144,654.29)	State: \$5,902,651.21 Other: \$ 41,762,810.03* Federal: (\$58,603.21)	State: \$30,163,614.96** Other: \$45,012,892.60* Federal: (\$1,201.00)

Notes: *Other Funds contain cash balances committed to capital projects.

** The State Carry Forward from FY 2016/17 included \$25,433,514 for line item appropriations or state-funded grant programs.

IV. Performance (Study Step 2: Performance)

15. Please complete the **Performance Measures Chart** tab in the attached Excel document.

Please see the agency's completed chart.

16. After completing the Performance Measure Chart, please pick three agency deliverables and provide the following information for each:

- What is the ideal benchmark outcome? How did the agency determine this to be the benchmark outcome?
- What, if any, entity (i.e., a local/state/federal government entity or a private entity in SC or another state) is the best at meeting that standard?
- Why does the agency consider that entity the best (most efficient, obtains best outcomes, efficient and obtains best outcomes, obtains best outcomes with limited resources, etc.)?
- Actions taken by the agency to obtain ideas on processes or best practices that will allow the agency to continually improve.

1) Domestic Tourism Advertising

The benchmark desired outcome varies year to year since it's dependent upon output of each year's advertising plan. SCPRT's contracted research vendor (SMARI) analyzes the expected outcome of the advertising purchases each year and compares those with the actual outcome of PRT's advertising campaign. For instance, in FY 16, the expected outcome of PRT's advertising was determined to be 39% while the actual outcome was 54% advertising awareness. This not only indicates the effectiveness of the advertising purchases, but also the effectiveness of the advertisements' creative execution in terms of consumer recall.

Michigan's State Tourism Office is broadly considered to be the gold standard for domestic tourism advertising. Since its inception, the Pure Michigan tourism campaign has been widely praised for its branding, creative execution and effectiveness, and received numerous awards from organizations such as HSMAI and the National Council of State Tourism Directors.

SCPRT has experienced consistent increases in advertising effectiveness since the creation of the Undiscovered SC marketing campaign and continues to explore new creative strategies to further enhance the campaign. Initiatives such as the BBQ Trail and Satisfy Your Thirst Tour have allowed SCPRT to bring to the forefront some of the lesser known, unique aspects of South Carolina and direct more consumer attention to many of South Carolina's rural and developing destinations.

2) State Parks Day-Use

The benchmark desired outcome for State Parks Day-Use is consistent year-over-year increases in State Parks Admissions revenue, which the agency uses to gauge general State Park visitation. Over the past five years, State Parks has continued to experience increases in Admissions revenue, which has increased from \$4.1 million in FY 13 to \$6.0 million in FY 17. In addition to overall Admissions revenue increases, State Parks seeks to drive more visitation to under-utilized State Parks, especially those located in South Carolina's rural areas.

With its consistent increases in overall revenue generation and improved operational self-sufficiency, South Carolina's State Parks System has become the benchmark goal for many state

parks systems across the U.S. Both SCPRT Director Duane Parrish and State Parks Director Phil Gaines have been asked to deliver presentations on the marketing strategies and business practices utilized by South Carolina State Parks to numerous state parks service organizations across the U.S. over the past few years.

The Ultimate Outsider program is one of the primary methods SCPRT has employed to drive greater interest and visitation throughout the South Carolina State Park System. This program, which encourages State Parks users to visit all 47 State Parks, provides an equalizing method throughout the State Parks System – one in which smaller State Parks, such as Little Pee Dee or Oconee Station, receive an equal amount of attention as larger, more well-known parks such as Myrtle Beach State Park or Table Rock State Park.

3) Welcome Center Travel Assistance

The benchmark or desired outcomes for Welcome Center Travel Assistance are consistent increases in Accommodations and Attractions Reservations Assistance provided by Welcome Center Staff. The importance of this benchmark is two-fold. First, it is an indicator of the Welcome Centers' abilities to provide timely, effective assistance to South Carolina visitors. Second, this assistance provides a tangible economic impact on South Carolina's tourism business communities. In the construction of new Welcome Center facilities, SCPRT seeks to encourage greater utilization of South Carolina's Welcome Centers while also providing improved technology to enhance traveler assistance efforts.

In terms of overall visitor experience, the Georgia Welcome Center program is broadly considered to be the industry benchmark, as the state of Georgia has invested heavily in constructing new, state-of-the-art Welcome Centers at all eleven of its locations. These visitor centers not only encourage increased visitation, but also provide enhanced visitor experiences that encourage travelers to spend greater amounts of time at the Centers.

SCPRT has constructed new Welcome Center facilities at Hardeeville and Fort Mill, and construction plans are currently underway for the Welcome Center on I-95 at Dillon. As part of the reconstruction, SCPRT has incorporated new technology that was tested at the I-26 Welcome Center in Landrum.

V. Strategic Plan Summary

17. Please complete the **Comprehensive Strategic Plan Summary Chart** tab in the attached Excel document.

Please see the agency's completed chart.

VI. Agency Ideas/Recommendations (Study Step 3: Recommendations)

A. Internal Changes

18. Please list any ideas agency representatives have for internal changes at the agency that may improve the agency's efficiency and outcomes. These can be ideas that are still forming, things agency representatives are analyzing the feasibility of implementing, or things agency representatives already have plans for implementing. For each, include as many of the following details as available:

- a. Stage of analysis;
- b. Board/Commission approval;
- c. Performance measures impacted and predicted impact;
- d. Impact on amount spent to accomplish the objective(s); and
- e. Anticipated implementation date.

The agency has no plans for internal changes at this time.

B. Law Changes

19. Please review the laws chart to determine ways agency operations may be less burdensome, or outcomes improved, from changes to any of the laws. Also, check if any of the laws are archaic or no longer reflect agency practices. Afterward, list any laws the agency recommends the Committee further evaluate. For each one, include the information below.

- a. Law number and title;
- b. Summary of current law;
- c. Recommendation (eliminate, modify, or add new law) and rationale for recommendation;
- d. Law recommendation number;
- e. Wording of law, with recommended change provided in strike through and underline;
- f. Presented and approved by Board/Commission; and
- g. Other agencies that may be impacted by revising, eliminating, or adding the law.

Please see below.

Law	<p>S.C. Code Ann. 51-9-10 – 51-9-30</p> <ul style="list-style-type: none"> Section 51-9-10. Requires SCPRT to acquire Fort Watson area on Lake Marion Section 51-9-20. Designated area as Fort Watson Memorial Section 51-9-30. Requires SCPRT to maintain Fort Watson Memorial area
Summary of Current Law	Acquisition, Designation and Maintenance of Fort Watson Memorial area
Recommendation & Rationale	Eliminate. SCPRT fulfilled this obligation. Lease expired and was not renewed. Property is deeded to Santee Cooper.
Law Recommendation Number	1
Agency's Recommended Language	<p style="text-align: center;">CHAPTER 9.</p> <p style="text-align: center;">FORT WATSON MEMORIAL</p> <p>SECTION 51-9-10. Acquisition of lands in area of Fort Watson. _____ The Department of Parks, Recreation and Tourism shall acquire by purchase, lease or gift approximately two acres of land, more or less, in the area of Fort Watson on the banks of Lake Francis Marion, four miles north of the intersection of U. S. Highway No. 15 and South Carolina Highway No. 6 at Santee. HISTORY: 1962 Code Section 51-401; 1952 Code Section 51-401; 1949 (46) 186.</p> <p>SECTION 51-9-20. Designation of property and area. _____ The property and area when acquired and improved shall be known as the "Fort Watson Memorial." HISTORY: 1962 Code Section 51-402; 1952 Code Section 51-402; 1949 (46) 186.</p> <p>SECTION 51-9-30. Improvement, protection and maintenance. _____ The Department of Parks, Recreation and Tourism shall improve, protect and maintain the area as a memorial to the heroic men of General Francis Marion whose successful efforts in the battle of Fort Watson on April 23, 1781 aided so much in the final independence of the United States of America. HISTORY: 1962 Code Section 51-403; 1952 Code Section 51-403; 1949 (46) 186.</p>
Presented and Approved by Board/Commission	Has not been presented to Governor's Office
Other Agencies Potentially Impacted	None

Law	<p>S.C. Code Ann. 53-3-90 – 53-3-100</p> <ul style="list-style-type: none"> • Section 53-3-90. Designation of Family Week. SCPRT to develop promotion plan. • Section 53-3-100. Established Family of the Year. SCPRT to provide funding for expenses.
Summary of Current Law	Designation of Family Week. Establishment of SC Family of the Year.
Recommendation & Rationale	Eliminate. SCPRT promotes family leisure travel, festivals, events and reunions year-round. Family of the Year Selection Committee no longer exists.
Law Recommendation Number	2
Agency's Recommended Language	<p>SECTION 53-3-90. Family Week designated.</p> <p>The last week in August of each year is declared "Family Week in South Carolina." The Department of Parks, Recreation and Tourism shall develop a plan to promote the celebration of Family Week. The plan shall include, but not be limited to, the promotion of local festivals, pageants, field days, picnics, reunions and similar activities which would encourage participation by families as a unit.</p> <p>HISTORY: 1978 Act No. 398 § 1.</p> <p>SECTION 53-3-100. Family Week: creation of committee to choose "South Carolina Family of the Year."</p> <p>A committee is created to choose and honor the "South Carolina Family of the Year" which must be recognized by the presentation of an appropriate award by the Governor on Saturday of "Family Week in South Carolina". The committee is composed of one member appointed by the Governor and one member appointed by the head of each of the following state agencies: the Department of Parks, Recreation and Tourism, the Department of Youth Services, the South Carolina Commission on Aging, the Department of Social Services, the Commission on Alcohol and Drug Abuse, and the Department of Agriculture Clemson College Extension Service. The terms of the members are for four years and until their successors are appointed and qualify. The committee shall meet as soon after the appointment of its members as practicable and organize by electing one of its members as chairman, one as secretary, and such other officers that it may determine. The expenses of the committee must be paid by the Department of Parks, Recreation and Tourism from funds appropriated for this purpose.</p> <p>HISTORY: 1978 Act No. 398 § 2; 1988 Act No. 600.</p>
Presented and Approved by Board/Commission	Has not been presented to Governor's Office
Other Agencies Potentially Impacted	None (although other agencies are listed as part of the selection committee for SC Family of the Year, this program has not been active for many years).

Law	S.C. Code Ann. 13-11-10 – 13-11-150 Chapter 11. New Horizons Development Authority
Summary of Current Law	Established New Horizons Development Authority; Designates Board Members; Powers; Purposes; Authority; Responsibility.
Recommendation & Rationale	Eliminate. This Development Authority no longer exists.
Law Recommendation Number	3
Agency's Recommended Language	Title 13. Planning, Research and Development Chapter 11. New Horizons Development Authority Repeal Entire Chapter.
Presented and Approved by Board/Commission	Has not been presented to Governor's Office
Other Agencies Potentially Impacted	None

Law	<p>S.C. Code Ann. 51-1-300 – 51-1-310</p> <ul style="list-style-type: none"> Section 51-1-300. Established Division of Community Development Section 51-1-310. Purpose and General Duties of Division
Summary of Current Law	Established the Division of Community Development in SCPRT and assigned purpose and general duties of the Division.
Recommendation & Rationale	Eliminate. SCPRT no longer has this Division as part of the Agency Structure. Transfer purpose and general duties as part of SCPRT's overall powers and duties in S.C. Code Ann. 51-1-60.
Law Recommendation Number	4
Agency's Recommended Language	<p>ARTICLE 3. Division of Community Development.</p> <p>SECTION 51-1-300. Division established; management committed to deputy director. The Division of Community Development is a Division of Parks, Recreation and Tourism. The administration and management of the division is committed to the deputy director of the division.</p> <p>HISTORY: 1993 Act No. 181, § 1274, eff July 1, 1993.</p> <p>SECTION 51-1-310. Purpose and general duties.</p> <p>The division shall promote economic diversity in all areas of the State by extending to them the full benefits of tourism and recreation development. The division shall coordinate and act as a liaison with regional tourism organizations, local chambers of commerce, development agencies and other federal, state, regional and local agencies and organizations to promote economic and business development, the expansion of tourism, recreation, cultural, retirement, and heritage events. The division shall have such additional duties and responsibilities as may be assigned by the director of the department.</p> <p>HISTORY: 1993 Act No. 181, § 1274, eff July 1, 1993.</p>
Presented and Approved by Board/Commission	Has not been presented to Governor's Office
Other Agencies Potentially Impacted	None

Law	<p>S.C. Code Ann. 51-3-10 – 51-3-50</p> <ul style="list-style-type: none"> • Section 51-3-10. Control and maintenance of State Parks by SCPRT • Section 51-3-20. Limited Use of State Parks Facilities for Public • Section 51-3-30. Penalties for violating 51-3-10 and 51-3-20 • Section 51-3-40. Closed Edisto Beach State Park; Limited Activities at Santee State Park • Section 51-3-50. Overrides Sections 51-3-10 through 51-3-40; allows State Parks to resume normal operations
Summary of Current Law	Enabled SCPRT to control, operate and improve State Parks. Limited State Parks operations. Allowed State Parks to resume normal operations.
Recommendation & Rationale	<p>Modify 51-3-10 to exclude language prohibiting swimming and rental or use of cabins. Eliminate 51-3-20 through 51-3-40. Since these laws are overridden by Section 51-3-50 they are no longer necessary.</p> <p>Modify 51-3-50 to reflect elimination of Sections 51-2-30 through 51-3-40.</p>
Law Recommendation Number	5
Agency's Recommended Language	<p>SECTION 51-3-10. Control and maintenance of State parks_ ; swimming and rental or use of cabins prohibited.</p> <p>The Department of Parks, Recreation and Tourism may control, supervise, maintain and, wherever practicable, improve all parks belonging to the State, for general recreational, educational and forestry purposes_ , provided, however, that swimming and rental or use of park cabins shall not be allowed.</p> <p>HISTORY: 1962 Code Sections 51-1, 51-2.1; 1952 Code Section 51-1; 1942 Code Section 3284-2; 1934 (38) 1542; 1956 (49) 1841; 1964 (53) 2391.</p> <p>SECTION 51-3-20. Facilities limited to camping; buildings closed to public; permits for use of facilities; changing permitted activities in seacoast parks.</p> <p>The Department of Parks, Recreation and Tourism shall operate the parks without facilities or publicly conducted activities, exclusive of camping facilities, and all publicly owned buildings and structures within the parks shall be closed to entry by the general public. Provided, however, that organized groups may use the pavilions, picnic areas, and meeting places within the parks, upon filing with the Park Superintendent of the park involved an application to be allowed to use the particular park facilities at least forty-eight hours in advance of the proposed use, and securing permission for such use from the Superintendent, who shall not give such permission to any two or more groups for use of the same area and buildings at the same time. Those buildings and structures necessary for the operation, maintenance and upkeep of the park by employees of the Department not being open to the public, shall not be affected hereby. Provided, that any museum or relic room located in any park shall remain open. Provided, that where a park is located on any seacoast in this State, a request to the Department of Parks, Recreation and Tourism from a majority of the legislative delegation, including the Senator, of the particular county concerned to permit additional activities and the use of additional facilities or to eliminate camping in a park located in the county, shall be granted.</p> <p>HISTORY: 1962 Code Section 51-2.2; 1956 (49) 1841; 1964 (53) 2391.</p> <p>SECTION 51-3-30. Penalties for violating Sections 51-3-10 or 51-3-20.</p> <p>Anyone using the park cabins or swimming in violation of the terms of Sections 51-3-10 or 51-3-20, or any person which uses the pavilion or meeting place, or picnic area without a permit, shall be guilty of a misdemeanor and, on conviction, shall be fined not less than twenty-five dollars nor more than one hundred dollars, or imprisonment for not more than thirty days.</p> <p>HISTORY: 1962 Code Section 51-2.3; 1956 (49) 1841; 1964 (53) 2391.</p>

	<p>SECTION 51-3-40. Edisto Beach State Park closed; Santee Park only open for certain purposes.</p> <p>Notwithstanding any other provision of law, Edisto Beach State Park shall remain closed until further action by the General Assembly; and Santee Park in Orangeburg County shall be open only as a nature trail or a place to be visited and for fishing and for no other purpose.</p> <p>HISTORY: 1962 Code Section 51-2-4; 1956 (49) 1841; 1964 (53) 2391.</p> <p>SECTION 51-3-50. Power to open parks to normal public use.</p> <p>Notwithstanding the provisions of Sections 51-3-10 through 51-3-40, the <u>The</u> Department of Parks, Recreation and Tourism shall open any State Park to public use for such normal recreational, educational and forestry purposes and uses, and for such hours of operation as it shall deem advisable.</p>
Presented and Approved by Board/Commission	Has not been presented to Governor's Office
Other Agencies Potentially Impacted	None

Law	S.C. Code Ann. 51-1-60 <ul style="list-style-type: none"> Section 51-1-60. Powers and Duties of Department
Summary of Current Law	Lists the overall powers and duties of the agency.
Recommendation & Rationale	Modify to include language from 51-1-310 regarding community development activities.
Law Recommendation Number	6
Agency's Recommended Language	<p>SECTION 51-1-60. Powers and duties of department.</p> <p>The department may contract, be contracted with, use a common seal, and make and adopt regulations. No regulation may be promulgated affecting hunting and fishing except as provided in Section 51-3-145. The department may accept gifts and acquire by gift, purchase, or otherwise real estate and other property, but no real estate may be purchased or disposed of by the department except on approval of the State Budget and Control Board. The department shall keep accurate records showing in full the receipts and disbursements and the records must be open at any reasonable time to inspection by the public. The department shall submit annually to the General Assembly and the Budget and Control Board reports the board requires. The department shall have the following duties and responsibilities in addition to such other functions as may, from time to time, be assigned by legislative action or by the State Budget and Control Board:</p> <p>(a) to promote, publicize and advertise the state's tourist attractions;</p> <p>(b) to promote the general health and welfare of the people of the State by developing and expanding new and existing recreational areas, including the existing State Park System;</p> <p>(c) to develop a coordinated plan utilizing to best advantage the natural facilities and resources of the State as a tourist attraction, recognizing that the State has within its boundaries mountainous areas and coastal plains, each of unsurpassed beauty, which with the easy accessibility now existing and being provided, has the potential of attracting many visitors in all seasons to take advantage of the natural scenery, the outdoor sports, including hunting, fishing and swimming, together with other recreational activities such as golfing, boating and sightseeing;</p> <p>(d) to include in its plan the preservation and perpetuation of our state's rich historical heritage by acquiring and owning, recognizing, marking and publicizing areas, sites, buildings and other landmarks and items of national and statewide historical interest and significance to the history of our State. No area, site, building, or other landmark shall be acquired for its historical significance without the approval of the Commission of Archives and History.</p> <p>(e) to use all available services of the several agencies in the management of timber and game and such agencies when requested by the director shall render such cooperation and assistance as may be necessary; provided, that the State Forestry Commission shall continue the forestry program authorized under the provisions of Section 48-23-270.</p> <p>(f) to lease or convey portions of lands under its jurisdiction to municipalities and other political subdivisions charged with the responsibility of providing parks and recreation facilities; provided, that all such leases shall contain a clause to the effect that if such property ceases to be used as a recreation or park facility the lease shall be void and in the event of a conveyance the deed shall contain a clause providing that if such property ceases to be used as a recreation or park facility the title to such property shall revert to the department. All plans for the development of such lands shall be subject to the</p>

	<p>approval of the department and it shall retain the right to inspect such lands at such times as it considers necessary to determine if such lands are being used for parks and recreation.</p> <p>(g) to borrow from time to time from any source available such sums of money as the department at its discretion deems advisable at interest rates approved by the State Fiscal Accountability Authority for the purposes of acquisition, construction, development and maintenance of such lands and facilities as the director is empowered to operate and issue evidences of such indebtedness thereof in the form of notes or bonds as may be determined by the director. The department may secure any sums borrowed under the terms hereof by mortgage of any property or facilities owned by it and it may pledge any and all income from any of its properties or facilities. The State is in no manner liable for any debt incurred under the terms hereof but all such obligations shall be met by the department out of moneys coming into its hands from the property and facilities so pledged;</p> <p>(h) to enter into contracts with the United States Government, its various departments and agencies for the purpose of obtaining funds, property or any other purpose which will assist the department in carrying out the provisions for which it has been created;</p> <p>(i) to allocate funds made available to the department, other than funds specifically allocated to it by legislative appropriation or bond authorization, for development and improvement of park properties in the state system and historic sites approved by the Director of the Department of Parks, Recreation and Tourism and the South Carolina Archives and History Commission.</p> <p><u>(j) to promote economic diversity in all areas of the State by extending to them the full benefits of tourism and recreation development.</u></p> <p><u>(k) to coordinate and act as a liaison with regional tourism organizations, local chambers of commerce, development agencies and other federal, state, regional and local agencies and organizations to promote economic and business development, the expansion of tourism, recreation, cultural, retirement, and heritage events.</u></p> <p>The Department of Parks, Recreation and Tourism shall study and ascertain the state's present park, parkway and outdoor recreational resources and facilities, the need for such resources and facilities, and the extent to which these needs are now being met. A survey shall be included to determine the land suitable and desirable to be acquired as a part of the state park and outdoor recreational system, due consideration being given to the scenic, recreational, archaeological, and other special features attractive to out-of-state visitors and to the people of the State. The results of this survey and study should be reported to the Governor and the General Assembly at the earliest practicable time.</p> <p>HISTORY: 1962 Code Section 51-76; 1967 (55) 184; 1969 (56) 228; 1988 Act No. 461, Section 2; 1993 Act No. 181, Section 1272, eff July 1, 1993.</p> <p>Code Commissioner's Note</p> <p>At the direction of the Code Commissioner, references in the first paragraph of this section to the former Budget and Control Board have not been changed pursuant to the directive of the South Carolina Restructuring Act, 2014 Act No. 121, Section 5(D)(1), until further action by the General Assembly. References in (g) to the former State Budget and Control Board were changed to the State Fiscal Accountability Authority, pursuant to the directive of the South Carolina Restructuring Act, 2014 Act No. 121, Section 5(D)(1), effective July 1, 2015.</p> <p>Effect of Amendment</p>
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	The 1993 amendment substituted "department" and "director" for "Commission"; deleted a former last paragraph transferring powers and duties theretofore exercised by other agencies to the Department of Parks, Recreation and Tourism; and made grammatical changes.
Presented and Approved by Board/Commission	Has not been presented to Governor's Office
Other Agencies Potentially Impacted	None

Law	S.C. Code Ann. 1-30-80 <ul style="list-style-type: none"> Section 1-30-80. Department of Parks, Recreation and Tourism
Summary of Current Law	SCPRT designated as a Department within the Executive Branch of State Government. Film Office transferred to SCPRT
Recommendation & Rationale	Modify Film Commission Objectives to align with deliverables and public benefit.
Law Recommendation Number	7
Agency's Recommended Language	<p>Section 1-30-80. Department of Parks, Recreation and Tourism.</p> <p>(A) The following agencies, boards, and commissions, including all of the allied, advisory, affiliated, or related entities as well as the employees, funds, property, and all contractual rights and obligations associated with any such agency, except for those subdivisions specifically included under another department, are transferred to and incorporated in and must be administered as part of the Department of Parks, Recreation and Tourism to include a Parks, Recreation and Tourism Division.</p> <p>Department of Parks, Recreation and Tourism, formerly provided for at Sections 51-1-10, 51-3-10, 51-7-10, 51-9-10, and 51-11-10, et seq.</p> <p>(B)(1) Effective July 1, 2008, the South Carolina Film Commission of the Department of Commerce is transferred to the Department of Parks, Recreation and Tourism and becomes a separate division of the Department of Parks, Recreation and Tourism.</p> <p>(2) The South Carolina Film Commission as established in this section as a division of the Department of Parks, Recreation and Tourism and transferred to it shall ensure that funds made available to film projects through the South Carolina Film Commission are budgeted and spent so as to further the following objectives:</p> <p>(a) stimulation of economic activity to develop the potentialities of the State <u>by recruiting and facilitating motion picture production and recruiting motion picture production and support companies and facilities that further the objectives of the division's programs and standards;</u></p> <p>(b) <u>conservation, restoration, and development of the natural and physical, the human and social, and the economic and productive resources of the State taking steps necessary to foster the economic and cultural development of the indigenous motion picture industry;</u></p> <p>(c) <u>promotion of a system of transportation for the State, through development and expansion of the highway, railroad, port, waterway, and airport systems receiving and disbursing funds which may become available by the federal government for programs related to motion picture production and related activities;</u></p> <p>(d) promotion and correlation of state and local activity in planning public works projects;</p> <p>(e)(d) promotion of public interest in the development of the State through cooperation with public agencies, private enterprises, and charitable and social institutions <u>by entering contracts within the amount made available by appropriation, with individuals, organizations, and institutions for services furthering the objectives of the division's programs, and with local and regional associations for cooperative endeavors furthering the objectives of the division's programs;</u></p> <p>(f) encouragement of industrial development, private business, commercial enterprise, agricultural production, transportation, and the utilization and investment of capital within the State;</p> <p>(g) assistance in the development of existing state and interstate trade, commerce, and markets for South Carolina goods and in the removal of barriers to the industrial, commercial, and agricultural development of the State;</p> <p>(h)(e) assistance in ensuring stability in employment, increasing the opportunities for employment of the citizens of the State, devising ways and means to raise the living</p>

	standards of the people of the State <u>in accordance with the objectives of the division's programs and standards</u> ; ((f)) (f) enhancement of the general welfare of the people; and ((g)) (g) encouragement and consideration as appropriate so as to consider race, gender, and other demographic factors to ensure nondiscrimination, inclusion, and representation of all segments of the State to the greatest extent possible. HISTORY: 1993 Act No. 181, Section 1; 1999 Act No. 100, Part II, Section 71; 2008 Act No. 313, Section 6.B, eff upon approval (became law without the Governor's signature on June 12, 2008); 2008 Act No. 359, Section 2, eff July 1, 2008.
Presented and Approved by Board/Commission	Has not been presented to Governor's Office
Other Agencies Potentially Impacted	None

VII. Additional Documents to Submit

A. Reports

20. Please provide an updated version of the Reports Template from the Accountability Report. In the updated version, please do the following:
- Add any reports necessary so the chart is current as of the date of submission of the Program Evaluation Report and include:
 - Audits performed on the agency by external entities, other than Legislative Audit Council, State Inspector General, or State Auditor's Office, during the last five years;
 - Audits performed by internal auditors at the agency during the last five years;
 - Other reports, reviews or publications of the agency, during the last five years, including fact sheets, reports required by provisos, reports required by the federal government, etc.; and
 - Include the website link for each document in the "Method to Access the Report" column, if website link is available. If website link is not available, enter the method by which someone from the public could access the report. If the method is to call or send a request to the agency, please specify to whom the request must be sent and any details the individual must include in the request.
 - Submit an electronic copy of any internal audits that are not posted online.

Please see an updated version of the agency's chart attached.

B. Organizational Charts

21. Please submit electronic copies of the agency's organizational chart for the current year and as many years back as the agency has readily available.

Please see the agency's organizational charts attached.

C. Glossary of Terms

22. Please submit a Word document that includes a glossary of terms, including, but not limited to, acronyms used by the agency.

Please see the agency's glossary attached.

VIII. Feedback (Optional)

After completing the Program Evaluation, please provide feedback to the Committee by answering the following questions:

23. What other questions may help the Committee and public understand how the agency operates, budgets, and performs?

None

24. What are the best ways for the Committee to compare the specific results the agency obtained with the resources the agency invested?

Comparing trends in agency resources with trends in performance measure outcomes.

25. What changes to the report questions, format, etc., would agency representatives recommend?

None

26. What benefits do agency representatives see in the public having access to the information in the report?

The report provides an excellent, comprehensive overview of agency resources and operations.

27. What are two-three things agency representatives could do differently next time (or it could advise other agencies to do) to complete the report in less time and at a lower cost to the agency?

28. Please provide any other comments or suggestions the agency would like to provide.

The House Legislative Oversight Committee staff was extremely helpful to SCPRT throughout the process of compiling this report. The agency appreciates their continuous availability and the assistance they provided in answering agency questions.

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(Study Step 1: Agency Legal Directives, Plan and Resources)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	9-Mar-18

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Customer/Client		Deliverable
					Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
1	1-30-10	State	Statute	SCPRT designated as a department within the Executive Branch of State Government.	No	Does not specify a customer	No
2	1-30-80	State	Statute	Film Office moved from SC Department of Commerce to SCPRT	No	Does not specify a customer	No
3	1-11-425	State	Statute	SCPRT exempted from providing cost information for printed publications intended for public relations purposes	No	Does not specify a customer	No
4	12-21-4200	State	Statute	Disbursement of Bingo Tax Revenues - a portion of which goes to the Parks and Recreation Development Fund (PARD). PARD is a legislative grant program administered by SCPRT.	Yes	South Carolina Counties	Yes - Other service or product
5	12-21-6510	State	Statute	Tourism Infrastructure Admissions Tax Act - Short Title	No	Does not specify a customer	No
6	12-21-6520	State	Statute	Definitions of Article	No	Does not specify a customer	No
7	12-21-6530	State	Statute	Portion of tax paid to county or municipality where tourism establishment located	Yes	Counties or Municipalities with qualifying Tourism Establishments	Yes - Other service or product
8	12-21-6540	State	Statute	Portion of tax transferred to State Treasurer for special tourism infrastructure development fund; established grants and grant guidelines	Yes	Counties or Municipalities with qualifying Tourism Establishments	Yes - Other service or product
9	12-21-6550	State	Statute	Certification application procedures	Yes	SC Department of Revenue	Yes - Other service or product
10	12-21-6560	State	Statute	Qualifation Factors for Eligibility of Major Tourism or Recreation Area or Facility	No	Does not specify a customer	No
11	12-21-6570	State	Statute	Designation of Development Areas	No	Does not specify a customer	No
12	12-21-6580	State	Statute	Facilities expansion or improvement eligibility requirements	No	Does not specify a customer	No
13	12-21-6590	State	Statute	Establishment of Extraordinary Retail Certification	Yes	Retail Establishments satisfying eligibiliy criteria	Yes - Other service or product

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14	12-62-10	State	Statute	Motion Picture Incentive Act - Citation of Chapter	No	Does not specify a customer	No
15	12-62-20	State	Statute	Motion Picture Incentive Act Definitions	No	Does not specify a customer	No
16	12-62-30	State	Statute	Exemption from State and Local Taxes	No	Does not specify a customer	No
17	12-62-40	State	Statute	Certification of Exemption	Yes	Motion Picture Production Companies	Yes - Other service or product
18	12-62-50	State	Statute	Tax Rebate for Employment of SC Residents	Yes	Motion Picture Production Companies	Yes - Other service or product
19	12-62-55	State	Statute	Assignment of Rebate Payments to Trustee	No	Does not specify a customer	No
20	12-62-60	State	Statute	Distribution of Admissions Taxes; Supplier Rebate; Educational Requirements	Yes	Motion Picture Production Companies; Higher Education Institutions	Yes - Other service or product
21	12-62-70	State	Statute	Temporary Use of Underutilized State Property	Yes	Motion Picture Production Companies	Yes - Other service or product
22	12-62-80	State	Statute	Allows for establishment of Film Foundation to accept donations	No	Does not specify a customer	No
23	12-62-90	State	Statute	Credit Roll Requirements and Refusal Rights	No	Does not specify a customer	No
24	12-62-95	State	Statute	Inapplicability of works appealing to prurient interest	No	Does not specify a customer	No
25	12-62-100	State	Statute	Allows Film Commission to adopt rules and regulations	No	Does not specify a customer	Yes - Other service or product
26	13-1-710	State	Statute	SCPRT Director to serve on Coordinating Council for Economic Development	Yes	Coordinating Council for Economic Development	Yes - Serving on board, commission, or committee
27	13-11-20	State	Statute	SCPRT Director to serve on New Horizons Development Authority Board	Yes	New Horizons Development Authority	Yes - Serving on board, commission, or committee

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28	13-11-120	State	Statute	SCPRT authorized to transfer all real property acquired through the 1973 General Obligation Bond designated for the I-77 project	Yes	New Horizons Development Authority	Yes - Other service or product
29	27-8-100	State	Statute	SCPRT allowed to use funds received from Conservation Bank Trust Fund for beach conservation at SC State Parks	No	Does not specify a customer	No
30	27-8-110	State	Statute	SCPRT allowed to use funds received from Conservation Bank Trust Fund for property acquisition for SC State Parks	No	Does not specify a customer	No
31	37-29-130	State	Statute	SCPRT designated as pass-through agency for Palmetto Pride Funds	Yes	Palmetto Pride	Yes - Other service or product
32	43-21-120	State	Statute	SCPRT Director to serve on Coordinating Council to the Division on Aging	Yes	Coordinating Council to the Division on Aging	Yes - Serving on board, commission, or committee
33	48-49-70	State	Statute	SCPRT to identify the protected mountain ridge crests in each county	Yes	South Carolina counties	Yes - Providing report
34	48-59-30	State	Statute	SCPRT designated as eligible recipient of Conservation Bank Trust Funds	No	Does not specify a customer	No
35	48-59-40	State	Statute	SCPRT Director to serve as ex-officio member of Conservation Bank Board	Yes	SC Conservation Bank Board	Yes - Serving on board, commission, or committee
36	49-6-30	State	Statute	SCPRT representative to serve on Aquatic Plant Management Council	Yes	Aquatic Plant Management Council	Yes - Serving on board, commission, or committee
37	51-1-10	State	Statute	Established Agency	No	Does not specify a customer	No
38	51-1-20	State	Statute	Provides SCPRT Director the ability to hire employees	No	Does not specify a customer	No
39	51-1-30	State	Statute	Provides that the Agency shall be composed of a Division of Travel and a Division of Parks and Recreation.	No	Does not specify a customer	No
40	51-1-40	State	Statute	Allows SCPRT to charge admissions fee, sell souvenirs and retain those revenues in restricted accounts.	No	Does not specify a customer	Yes - Other service or product
41	51-1-50	State	Statute	Allows SCPRT to hire staff for State Welcome Centers	No	Does not specify a customer	No
42	51-1-60	State	Statute	Lists powers and duties of SCPRT	Yes	South Carolina Citizens (General)	Yes - Other service or product

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43	51-1-70	State	Statute	Transfers funds from various state park departments to SCPRT	No	Does not specify a customer	No
44	51-1-80	State	Statute	Allows SCPRT to enter into certain contracts with political subdivisions within the State	No	Does not specify a customer	No
45	51-1-90	State	Statute	Transfers functions from State Recreation Commission to SCPRT	No	Does not specify a customer	No
46	51-1-300	State	Statute	Establishes the Division of Community Development	No	Does not specify a customer	No
47	51-1-310	State	Statute	Provides purposes and duties for Division of Community Development	Yes	Regional Tourism Organizations, Chambers of Commerce, Development Agencies	Yes - Other service or product
48	51-3-10	State	Statute	Control and maintenance of State Parks by SCPRT	No	Does not specify a customer	No
49	51-3-20	State	Statute	Limited Use of State Parks Facilities for Public	No	Does not specify a customer	Yes - Other service or product
50	51-3-30	State	Statute	Penalties for violating 51-3-10 and 51-3-20	No	Does not specify a customer	No
51	51-3-40	State	Statute	Closed Edisto Beach State Park; Limited activities at Santee State Park	No	Does not specify a customer	No
52	51-3-50	State	Statute	Overrides Sections 51-3-10 through 51-3-40; allows State Parks to resume normal operations	No	Does not specify a customer	Yes - Other service or product
53	51-3-60	State	Statute	Allows persons over the age of 65, persons with disabilities, blind persons and veterans free admission to State Parks and reduced campsite rental fees	Yes	Persons Over the Age of 65, Persons with Disabilities, Blind Persons, Veterans	Yes - Other service or product
54	51-3-65	State	Statute	Allows fee structure adjustments; Sets minimums for discounts; Provides discounts for SC National Guard members	Yes	Members of South Carolina National Guard	Yes - Other service or product
55	51-3-70	State	Statute	Allows SCPRT to set rules and regulations for State Parks	No	Does not specify a customer	No

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56	51-3-80	State	Statute	Allows SCPRT to acquire land donations and other contributions for State Parks	No	Does not specify a customer	No
57	51-3-90	State	Statute	Allows SCPRT to sell, exchange of lease State Park lands; funds must be credited to Recreation Land Trust Fund	No	Does not specify a customer	No
58	51-3-100	State	Statute	Grants SCPRT necessary and incidental powers to further State Parks	No	Does not specify a customer	No
59	51-3-110	State	Statute	Allows SCPRT to expend unobligated funds from land leases and sales	No	Does not specify a customer	No
60	51-3-120	State	Statute	Allows revenues to be used for acquisition, management and development of State Parks	No	Does not specify a customer	No
61	51-3-130	State	Statute	Requires land acquisition obligations be paid for by revenues generated by State Parks	No	Does not specify a customer	No
62	51-3-140	State	Statute	Makes defacement of State Parks property unlawful	No	Does not specify a customer	No
63	51-3-145	State	Statute	Lists unlawful acts at State Parks	No	Does not specify a customer	No
64	51-3-146	State	Statute	Stipulates penalties for unlawful acts at State Parks	No	Does not specify a customer	No
65	51-3-147	State	Statute	Grants park staff authority as state constables	No	Does not specify a customer	No
66	51-3-150	State	Statute	Stipulates penalties for trespassing at State Parks	No	Does not specify a customer	No
67	51-3-160	State	Statute	Allows Dept of Corrections and SCDNR to cooperate in the development of recreational facilities at State Parks	No	Does not specify a customer	No
68	51-7-10	State	Statute	Allows SCPRT to develop Hunting Island State Park	Yes	South Carolina Citizens (General)	Yes - Other service or product
69	51-7-20	State	Statute	Allows SCPRT to set aside land at Hunting Island State Park for residential leasing	Yes	Hunting Island Residential Lease Holders	Yes - Other service or product

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					Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
70	51-7-30	State	Statute	Allows SCPRT to construct roads and water supply systems at Hunting Island State Park	No	Does not specify a customer	Yes - Other service or product
71	51-7-40	State	Statute	Allows SCPRT to establish recreation centers at Hunting Island	Yes	South Carolina Citizens (General)	Yes - Other service or product
72	51-7-50	State	Statute	Allows SCPRT to issue or sell bonds to obtain funds for infrastructure construction at Hunting Island	No	Does not specify a customer	No
73	51-7-60	State	Statute	Sets terms of revenue obligations	No	Does not specify a customer	No
74	51-7-70	State	Statute	Lists abilities of SCPRT to pay revenue obligations	No	Does not specify a customer	No
75	51-7-80	State	Statute	Grants rights of holders of revenue obligations	No	Does not specify a customer	No
76	51-7-90	State	Statute	Makes revenue obligations tax-exempt	No	Does not specify a customer	No
77	51-7-100	State	Statute	Prevents revenue obligations from becoming debts of the State	No	Does not specify a customer	No
78	51-7-110	State	Statute	Requires SCPRT to set rates, charges and rentals in consideration of debt service obligations	No	Does not specify a customer	No
79	51-9-10	State	Statute	Requires SCPRT to acquire Fort Watson area on Lake Marion	No	Does not specify a customer	No
80	51-9-20	State	Statute	Designated this area as Fort Watson Memorial	No	Does not specify a customer	No
81	51-9-30	State	Statute	Requires SCPRT to maintain Fort Watson Memorial area	No	Does not specify a customer	Yes - Other service or product
82	51-11-10	State	Statute	Established Recreation Land Trust Fund	No	Does not specify a customer	No
83	51-11-15	State	Statute	Allows SCPRT to grant funds to local governments for acquisition of recreational land through the Recreation Land Trust Fund	Yes	Local Governments	Yes - Other service or product

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84	51-11-20	State	Statute	Sets restrictions on use of trust funds	No	Does not specify a customer	No
85	51-11-30	State	Statute	Transfers funds from Tricentennial Fund	No	Does not specify a customer	No
86	51-11-40	State	Statute	Requires SCPRT to submit a copy of the 1970 Outdoor Recreation Plan to the Secretary of State	Yes	Secretary of State	Yes - Providing report
87	51-11-50	State	Statute	Requires approval of State Fiscal Accountability Authority for all Recreation Land Trust Fund expenditures	No	Does not specify a customer	No
88	51-11-60	State	Statute	Requires SCPRT to submit a report of all Recreation Land Trust Fund expenditures to the General Assembly by January 15 each year	Yes	General Assembly	Yes - Providing report
89	51-17-50	State	Statute	SCPRT Director to serve on Heritage Trust Advisory Board	Yes	Heritage Trust Advsiory Board	Yes - Serving on board, commission, or committee
90	51-18-60	State	Statute	SCPRT Director to serve on War Between the States Heritage Trust Advisory Board	Yes	War Between the State Heritage Trust Advisory Board	Yes - Serving on board, commission, or committee
91	51-19-10	State	Statute	Old Exchange Building Commission established; SCPRT Director to serve on Commission	Yes	Old Exchange Building Commission	Yes - Serving on board, commission, or committee
92	51-23-10	State	Statute	Definitions of Chapter	No	Does not specify a customer	No
93	51-23-20	State	Statute	Allocation of proceeds from Parks and Recreation Fund	Yes	South Carolina Counties	Yes - Other service or product
94	51-23-30	State	Statute	Requires SCPRT to develop a grant program for administration of funds	No	Does not specify a customer	No
95	51-23-40	State	Statute	Allows SCPRT to use up to five percent of funds for administration costs	No	Does not specify a customer	No
96	53-3-90	State	Statute	Designation of Family Week; SCPRT to develop promotion plan	Yes	South Carolina Families	Yes - Other service or product
97	53-3-100	State	Statute	Establishes committee to select South Carolina Family of the Year; SCPRT to provide funding for expenses	Yes	South Carolina Family of the Year Selection Committee	Yes - Other service or product

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98	56-3-5200	State	Statute	First in Golf - administer the funds associated with the First in Golf license plates	Yes	South Carolina Junior Golf Association	Yes - Other service or product
99	56-3-8700	State	Statute	NASCAR - administer the funds associated with the NASCAR license plates.	Yes	South Carolina Sports Development Office	Yes - Other service or product
100	57-3-650	State	Statute	SCPRT to provide staffing for State Welcome Centers	No	Does not specify a customer	Yes - Other service or product
101	57-23-50	State	Statute	SCPRT Director or designee to serve on Scenic Highways Committee	Yes	Scenic Highway Committee	Yes - Serving on board, commission, or committee
102	57-25-810	State	Statute	Establishment of Tourism Oriented Directional Signage Program	Yes	Agricultural or Tourism Businesses selling programs, services or goods	Yes - Other service or product
103	57-25-820	State	Statute	Gives SCPRT authority to develop eligibility criteria for tourism businesses; SCPRT Director serves on oversight committee.	Yes	Eligibility criteria for TODS program	Yes - Serving on board, commission, or committee
104	58-33-140	State	Statute	SCPRT designated as party to certification proceedings for Major Utility Facilities	Yes	Public Service Commission	Yes - Other service or product
105	60-11-150	State	Statute	SCPRT Director to serve on South Carolina Civil War Sesquicentennial Advisory Board	Yes	South Carolina Civil War Sesquicentennial Advisory Board	Yes - Serving on board, commission, or committee
106	60-11-410	State	Statute	SCPRT to cooperate and coordinate marketing materials for South Carolina Civil War Heritage Trails	Yes	South Carolina Civil War Heritage Trails	Yes - Other service or product
107	49.1	State	Proviso	Allocation of funds to SCATR	Yes	South Carolina Association of Tourism Regions	Yes - Other service or product
108	49.2	State	Proviso	Guidelines for Destination Specific Marketing program	Yes	South Carolina Major Tourism Destinations	Yes - Other service or product
109	49.3	State	Proviso	Allows carry forward for the advertising funds, advertising grants and Destination Specific grants.	No	Does not specify a customer	No
110	49.4	State	Proviso	Allows for the Motion Picture Incentive Act funds be used fund the programs operations.	No	Does not specify a customer	No

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111	49.5	State	Proviso	Allows SCPRT to charge an application fee. However, application fees are not currently charged.	No	Does not specify a customer	No
112	49.6	State	Proviso	Allows SCPRT the discretion of closing the State House Gift Shop on the weekends.	No	Does not specify a customer	No
113	49.7	State	Proviso	PARD interest must be used for the program and carry forward.	No	Does not specify a customer	No
114	49.8	State	Proviso	Allows SCPRT to use any uncommitted funds remaining at year end for the film program, State Parks or the Welcome Centers.	No	Does not specify a customer	No
115	49.9	State	Proviso	Reduces the calculation of an across the board cut exempt any items restricted by Executive Budget Office or the General Assembly.	No	Does not specify a customer	No
116	49.10	State	Proviso	Allows SCPRT the authority to reimburse local governments for prior year grant expenditures.	No	Does not specify a customer	No
117	49.11	State	Proviso	Clarifies 51-1-40	No	Does not specify a customer	No
118	49.12	State	Proviso	Allows the State Park Service to procure/manage vending services.	No	Does not specify a customer	No
119	49.14	State	Proviso	Allows SCPRT to carry forward state funded PARD, Undiscovered SC and Sports Marketing Grants and to be used for the same purpose.	No	Does not specify a customer	No
120	49.16	State	Proviso	Required the SPS to open a pedestrian, non-motorized vehicular and golf cart ingress and egress to Myrtle Beach State Park.	Yes	Visitors to Myrtle Beach State Park	Yes - Other service or product
121	49.17	State	Proviso	Motion Picture Incentive Act funds may be used without distinction of the source of funds.	No	Does not specify a customer	No
122	117.111	State	Proviso	Requires SCDOT to fund the State's 9 Welcome Centers until recurring general funds is appropriated for this purpose.	No	Does not specify a customer	No
123	133-100	State	Regulation	General program information for Parks and Recreation Development Fund	Yes	South Carolina Counties	Yes - Other service or product
124	133-101	State	Regulation	Administration of Parks and Recreation Development Fund	Yes	South Carolina Counties	Yes - Other service or product
125	133-102	State	Regulation	Guidelines for Planning Assistance	No	Does not specify a customer	Yes - Other service or product

The contents of this chart are considered sworn testimony from the Agency Director.

Laws

January 2018 PER

(Study Step 1: Agency Legal Directives, Plan and Resources)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	9-Mar-18

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Customer/Client		Deliverable
					Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
126	133-103	State	Regulation	Guidelines for Development Assistance	No	Does not specify a customer	Yes - Other service or product
127	133-104	State	Regulation	Guidelines for Renovation Assistance	No	Does not specify a customer	Yes - Other service or product
128	63-339	State	Regulation	Guidelines for Tourism-Oriented Directional Signage Certification	Yes	Eligible Tourism or Agri-tourism Businesses	Yes - Other service or product
129	16 U.S.C. § 460 Land and Water Conservation Provisions	Federal	Statute	Established Land and Water Conservation Fund; Designated State Allocations and Provisions of Administration; Requires States to Complete a Statewide Comprehensive Outdoor Recreation Plan in order to receive funding.	No	Does not specify a customer	Yes - Other service or product
130	23 U.S.C. § 120 Intermodal Surface Transportation Efficiency Act	Federal	Statute	Established Recreational Trails Program	No	Does not specify a customer	Yes - Other service or product
131	20 U.S.C. § 107a(a)(5) The Randolph Sheppard Act	Federal	Statute	Mandates a priority to blind persons to operate vending facilities on Federal property, including State Rest Areas and Welcome Centers located on Federal Interstate Highways.	No	Does not specify a customer	No

The contents of this chart are considered sworn testimony from the Agency Director.

Deliverables

(Study Step 1: Agency Legal Directives, Plan and Resources)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	9-Mar-18

Item #	Deliverable	Applicable Laws	Is deliverable provided because...	Optional - Service or Product component(s)	Associated Organizational Unit	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product (on an individual or aggregate basis?)	Does the agency know the annual # of potential customers?	Does the agency know the annual # of customers served?	Does the agency evaluate customer satisfaction?	Does the agency know the cost it incurs, per unit, to provide the service or product?	Does the law allow the agency to charge for the service or product?	Additional comments from agency (Optional)
1	Domestic Tourism Advertising	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Require	None	Tourism Sales & Marketing	Yes	Yes	Yes	Yes	Yes	No	None
2	Production/Distribution of Annual Visitors Guide	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Tourism Sales & Marketing	No	Yes	Yes	No	Yes	Yes	None
3	Production/Distribution of State Road Maps	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Tourism Sales & Marketing	No	Yes	Yes	No	Yes	Yes	None
4	Cooperative Advertising Opportunities	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Tourism Sales & Marketing	Yes	Yes	Yes	No	Yes	No	None
5	Website Advertising Opportunities	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Tourism Sales & Marketing	Yes	No	Yes	No	Yes	No	None
6	International Tourism Advertising	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Tourism Sales & Marketing	Yes	No	Yes	No	Yes	No	None
7	State Parks Marketing	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Allow	None	Tourism Sales & Marketing	No	No	No	No	Yes	No	None
8	Welcome Center Visitor Travel Assistance	S.C. Code Ann. §51 - 1 - 50. Personnel of Information Centers	Require	None	Tourism Sales & Marketing	Yes	No	Yes	Yes	No	No	None
9	Welcome Center Advertising	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Tourism Sales & Marketing	No	Yes	Yes	No	Yes	No	None
10	Tourism Advertising Grants	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Tourism Sales & Marketing	Yes	Yes	Yes	No	Yes	No	None
11	Publication of Tourism Research Reports	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Research	No	No	No	No	Yes	Yes	None
12	Access to Tourism-Related State Tax Collections	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Research	No	No	No	No	No	No	None
13	State Parks Day-Use	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Require	None	State Parks Service	No	No	Yes	Yes	Yes	Yes	None
14	State Parks Overnight Accommodations	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Allow	None	State Parks Service	Yes	Yes	Yes	Yes	Yes	Yes	None
15	State Parks Retail Goods	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	State Parks Service	No	No	Yes	Yes	Yes	Yes	None
16	State Parks Educational Programs	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Allow	None	State Parks Service	No	No	Yes	Yes	Yes	No	None
17A	State Parks Resource Management	S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Require	Maintenance and Preservation of Historic Sites and Structures	State Parks Service	No	No	No	No	Yes	No	None

Deliverables

(Study Step 1: Agency Legal Directives, Plan and Resources)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	9-Mar-18

Item #	Deliverable	Applicable Laws	Is deliverable provided because...	Optional - Service or Product component(s)	Associated Organizational Unit	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product (on an individual or aggregate basis?)	Does the agency know the annual # of potential customers?	Does the agency know the annual # of customers served?	Does the agency evaluate customer satisfaction?	Does the agency know the cost it incurs, per unit, to provide the service or product?	Does the law allow the agency to charge for the service or product?	Additional comments from agency (Optional)
17B		S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT	Require	Management of Endangered and Invasive Species; Reforestation management	State Parks Service	No	No	No	No	Yes	Yes	None
18	Sports Tourism Advertising and Recruitment Grants	S.C. Code Ann. §51 - 1 - 310. Purpose and General Duties (of the Division of Community Development)	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Administrative Services	Yes	Yes	Yes	No	Yes	No	None
19	Undiscovered SC Tourism Product Grants	S.C. Code Ann. §51 - 1 - 310. Purpose and General Duties (of the Division of Community Development)	Allow	None	Administrative Services	Yes	Yes	Yes	No	Yes	No	None
20	Beach Renourishment Grants	State Proviso 118.16(B)(39.1) (Statewide Revenue) 2016-17 General Appropriations Act, Part 1B	Require	None	Executive Office	Yes	Yes	Yes	No	Yes	No	None
21	Parks and Recreation Development Fund Grants	S.C. Code Ann. §51-23-20. Allocation of proceeds of Parks and Recreation Fund	Require	None	Administrative Services	Yes	Yes	Yes	No	Yes	No	None
22	Recreational Trails Program Grants		Require	None	Administrative Services	Yes	No	Yes	No	Yes	No	None
23	Land and Water Conservation Fund Grants		Require	None	Administrative Services	Yes	Yes	Yes	No	Yes	No	None
24	Motion Picture Incentives	S.C. Code Ann. §12-62-50. Tax rebate for employment of persons subject to South Carolina income tax withholdings. S.C. Code Ann. §12-62-60. Distribution of admissions taxes; rebates to motion picture production companies; promotion of collaborative efforts between institutions of higher learning and motion picture related entities.	Allow	None	Film Commission	Yes	No	Yes	No	Yes	Yes	There are three specific incentives offered by the State of South Carolina. The Sales & Use Tax exemption is required by law, provided the production meets qualifying criteria. The Wage and Supplier Rebates are allowed by law, pending review and approval of an application for incentives.
25	Production Fund Grants	S.C. Code Ann. §12-62-60. Distribution of admissions taxes; rebates to motion picture production companies; promotion of collaborative efforts between institutions of higher learning and motion picture related entities.	Require	None	Film Commission	Yes	Yes	Yes	No	Yes	No	None

Deliverables

(Study Step 1: Agency Legal Directives, Plan and Resources)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	9-Mar-18

Item #	Deliverable	Applicable Laws	Is deliverable provided because... A) Specifically REQUIRED by law (must or shall); B) Specifically ALLOWED by law (may); or C) Not specifically mentioned in law, but PROVIDED TO ACHIEVE the requirements of the applicable law	Optional - Service or Product component(s) (If deliverable is too broad to complete the remaining columns, list each product/service associated with the deliverable, and complete the remaining columns)	Associated Organizational Unit	Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product (on an individual or aggregate basis?)	Does the agency know the annual # of potential customers?	Does the agency know the annual # of customers served?	Does the agency evaluate customer satisfaction?	Does the agency know the cost it incurs, per unit, to provide the service or product?	Does the law allow the agency to charge for the service or product?	Additional comments from agency (Optional)
26	Film Educational Workshops	S.C. Code Ann. §12-62-60. Distribution of admissions taxes; rebates to motion picture production companies; promotion of collaborative efforts between institutions of higher learning and motion picture related entities.	Require	None	Film Commission	No	No	Yes	Yes	Yes	No	None
27	Tourism Oriented Directional Signage	S.C. Code of Reg. Chapter 63 - Section 339 (Agritourism and Tourism-Oriented Directional Signing)	Require	None	Executive Office	No	No	Yes	No	No	No	None

Deliverables - Potential Harms
(Study Step 1: Agency Legal Directives, Plan and Resources)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	9-Mar-18

Item #	Deliverable	Is deliverable provided because... A) Specifically REQUIRED by law (must or shall); B) Specifically ALLOWED by law (may); or C) Not specifically mentioned in law, but PROVIDED TO ACHIEVE the requirements of the applicable law	Optional - Service or Product component(s) (If deliverable is too broad to complete the remaining columns, list each product/service associated with the deliverable, and complete the remaining columns)	Greatest potential harm to the public if deliverable is not provided	1-3 recommendations to the General Assembly, other than \$ and providing the deliverable, for how the General Assembly can help avoid the greatest potential harm	Other state agencies whose mission the deliverable may fit within
1	Domestic Tourism Advertising	Require	None	South Carolina loses marketshare in key target consumer areas. This will ultimately lead to decreases in visitation and visitor spending, which would negatively impact tourism businesses in the state. Research studies have shown that the discontinuation of statewide tourism marketing programs in Colorado, Washington state, and Connecticut resulted in detrimental effects to their tourism industries and state economies. Because of this, all three states eventually re-established statewide tourism marketing programs.	1. Ensure appropriate designation and use of state and local accommodations taxes for tourism marketing. 2. 3.	None
2	Production/Distribution of Annual Visitors Guide	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Decreases in consumer awareness of South Carolina's tourism opportunities, including tourism attractions and local festivals and events.	1. Provide space for distribution of local destination visitor guides at all State Rest Areas. 2. 3.	None
3	Production/Distribution of State Road Maps	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	The State Welcome Centers distribute approximately xxx maps per year to South Carolina visitors. Without these maps, visitors - especially senior-aged visitors - would not have access to a helpful travel assistance tool.	1. Provide SC Highway Maps to traveling public at all State Rest Areas. 2. 3.	SC Department of Transportation
4	Cooperative Advertising Opportunities	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Cooperative Advertising opportunities allow South Carolina's destinations to purchase advertising at a reduced rate, giving them better and more affordable access to mainstream media outlets. Eliminating this would decrease local destinations' media access, which would be especially detrimental to rural and developing destinations.	1. Direct or encourage local governments with high accommodations tax collections to offer cooperative advertising opportunities to local governments with lower accommodations tax collections. 2. 3.	None
5	Website Advertising Opportunities	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Advertising opportunities on the state's leisure travel website provide a high-visibility, high-traffic platform for South Carolina's destinations and tourism businesses. Eliminating this opportunity would decrease their visibility to potential consumers.	1. Direct or encourage local governments with high accommodations tax collections to offer cooperative advertising opportunities to local governments with lower accommodations tax collections. 2. 3.	None
6	International Tourism Advertising	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Because the international travel marketplace is highly competitive, eliminating this program would effectively remove South Carolina's presence as an international travel destination, yielding substantial decreases in international visitation and visitor spending.	1. Direct or encourage local governments receiving high accommodations tax collections to apportion a certain percentage to collective international tourism advertising. 2. 3.	None

Deliverables - Potential Harms
(Study Step 1: Agency Legal Directives, Plan and Resources)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	9-Mar-18

Item #	Deliverable	Is deliverable provided because... A) Specifically REQUIRED by law (must or shall); B) Specifically ALLOWED by law (may); or C) Not specifically mentioned in law, but PROVIDED TO ACHIEVE the requirements of the applicable law	Optional - Service or Product component(s) (If deliverable is too broad to complete the remaining columns, list each product/service associated with the deliverable, and complete the remaining columns)	Greatest potential harm to the public if deliverable is not provided	1-3 recommendations to the General Assembly, other than \$ and providing the deliverable, for how the General Assembly can help avoid the greatest potential harm	Other state agencies whose mission the deliverable may fit within
7	State Parks Marketing	Allow	None	State Parks visitation would decline leading to a significant decrease in State Parks revenue.	1. Encourage more SC State Parks programming through agencies such as SCETV. 2. 3.	None
8	Welcome Center Visitor Travel Assistance	Require	None	Travel assistance needs, including visitor information services, distressed traveler assistance and emergency assistance, would not be provided.	1. Distressed traveler and emergency assistance could be provided by SCDOT or the State Highway Patrol. 2. State Welcome Center visitor services could be provided by regional or local destination marketing organizations. 3.	None
9	Welcome Center Advertising	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Similar to the leisure website, Advertising opportunities at the state's Welcome CEnters provide a high-visibility platform for South Carolina's destinations and tourism businesses. Eliminating this opportunity would decrease their visibility to potential consumers.	1. Provide advertising opportunities at Rest Areas for Destinations and Tourism Attractions. 2. 3.	None
10	Tourism Advertising Grants	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Eliminating these grants would reduce the amount of funding available to local destinations, attractions and events for paid advertising placement.	1. Direct or encourage local governments to use a certain amount of State or Local Accommodations Tax Collections for paid advertising purchases. 2. 3.	None
11	Publication of Tourism Research Reports	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Destiantions use this information to gauge tourism growth trends. Eliminating access to these reports would require destinations to purchase data from private research firms.	1. Direct the state's higher education institutions to provide specific tourism research information (e.g., visitor origins, travel spending habits, etc.) for public use. 2. 3.	South Carolina Universities with Hospitality or Tourism Management programs
12	Access to Tourism-Related State Tax Collections	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Destiantions use this information to gauge tourism growth trends. Eliminating access to these reports would require destinations to purchase data from private research firms.	1. Ensure that tourism-based tax collection information is reported and publicly available on a monthly basis. 2. 3.	South Carolina Department of Revenue
13	State Parks Day-Use	Require	None	Eliminating State Parks Day-Use admissions would significantly limit outdoor recreational opportunities and access to many significant state historic sites for South Carolina residents and visitors to the state.	1. Develop more recreation and educational opportunities for other state-owned public lands. 2. 3.	None

Deliverables - Potential Harms
(Study Step 1: Agency Legal Directives, Plan and Resources)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	9-Mar-18

Item #	Deliverable	Is deliverable provided because... A) Specifically REQUIRED by law (must or shall); B) Specifically ALLOWED by law (may); or C) Not specifically mentioned in law, but PROVIDED TO ACHIEVE the requirements of the applicable law	Optional - Service or Product component(s) (If deliverable is too broad to complete the remaining columns, list each product/service associated with the deliverable, and complete the remaining columns)	Greatest potential harm to the public if deliverable is not provided	1-3 recommendations to the General Assembly, other than \$ and providing the deliverable, for how the General Assembly can help avoid the greatest potential harm	Other state agencies whose mission the deliverable may fit within
14	State Parks Overnight Accommodations	Allow	None	Elimination of overnight accommodations would drastically reduce overall State Parks revenue and would significantly limit the visitor experience at many State Parks.	1. Allow private companies to establish affordable overnight accommodations operations on other state-owned public lands. 2. 3.	None
15	State Parks Retail Goods	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	Elimination of retail would significantly reduce State Parks revenue, decreasing operational self sufficiency and the agency's ability to re-invest in the State Park System product.	1. Provide more locations for the sale of State Parks Retail Goods. 2. 3.	None
16	State Parks Educational Programs	Allow	None	Many South Carolina schools and families would lose an invaluable educational resource to experience, first hand, South Carolina's diverse ecology and expansive history.	1. Direct other natural or historical resource agencies to increase educational program opportunities. 2. 3.	None
17A	State Parks Resource Management	Require	Maintenance and Preservation of Historic Sites and Structures	Elimination of these services would endanger invaluable state historic resources, potentially making them unsafe for public visitation.	1. Ensure the maintenance of State Parks properties by other natural resource agencies such as DNR or the Forestry Commission. 2. 3.	South Carolina Department of Natural Resources; South Carolina Forestry Commission
17B		Require	Management of Endangered and Invasive Species; Reforestation management	Elimination of these services would endanger threatened species at State Parks, make the State Parks more vulnerable to invasive species and potential public hazards such as wildfires.	1. Ensure natural resource management by other agencies such as Department of Natural Resources and the SC Forestry Commission. 2. 3.	None
18	Sports Tourism Advertising and Recruitment Grants	Not specifically mentioned in law, but provided to achieve the requirements of the applicable law	None	South Carolina destinations competing to recruit major sports tourism events would lose a potential funding stream, which may limit their ability to successfully recruit these events.	1. Allow destinations the opportunity to use State or Local Accommodations Tax Collections for the specific purpose of sports event recruitment. 2. 3.	None
19	Undiscovered SC Tourism Product Grants	Allow	None	Rural tourism product development projects would be delayed until sufficient local funding becomes available or abandoned altogether.	1. Broaden rural community grant funds appropriated through the SC Department of Commerce to include more rural tourism-related projects. 2. 3.	None

Deliverables - Potential Harms
(Study Step 1: Agency Legal Directives, Plan and Resources)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	9-Mar-18

Item #	Deliverable	Is deliverable provided because... A) Specifically REQUIRED by law (must or shall); B) Specifically ALLOWED by law (may); or C) Not specifically mentioned in law, but PROVIDED TO ACHIEVE the requirements of the applicable law	Optional - Service or Product component(s) (If deliverable is too broad to complete the remaining columns, list each product/service associated with the deliverable, and complete the remaining columns)	Greatest potential harm to the public if deliverable is not provided	1-3 recommendations to the General Assembly, other than \$ and providing the deliverable, for how the General Assembly can help avoid the greatest potential harm	Other state agencies whose mission the deliverable may fit within
20	Beach Renourishment Grants	Require	None	South Carolina's coastal destinations would not have sufficient funding to carry out essential renourishment projects, exposing oceanfront structures to dangerous erosion conditions, creating beach capacity issues and potential public hazards in some cases.	1. Provide funding through SCDHEC-OCRM's Beach Trust Fund. 2. 3.	South Carolina Department of Health & Environmental Control
21	Parks and Recreation Development Fund Grants	Require	None	Local governments would not have sufficient funds to develop new public recreation facilities or upgrade existing facilities.	1. Allocate a certain portion of Admissions Tax Collections to Local Governments for the specific purpose of local parks and recreation development. 2. 3.	None
22	Recreational Trails Program Grants	Require	None	Local governments may not be able to develop new recreational trails or upgrade existing trails. Potentially, the State could lose this Federal funding source if funds are not distributed.	1. Assign administration of the grant program to another state agency, such as SCDOT. 2. 3.	None
23	Land and Water Conservation Fund Grants	Require	None	Local governments may not have sufficient funding to develop new recreation sites or maintain existing ones.	1. Assign administration of the grant program to another state agency, such as SCDNR. 2. 3.	None
24	Motion Picture Incentives	Allow	None	The elimination of film incentives will drastically reduce the number of motion picture projects in South Carolina, eliminating jobs for instate film crew and spending with instate supplier companies. Potential film projects would very likely go to states active incentive programs, such as Georgia and North Carolina.	1. Implement new tax credits available to eligible film production companies working in South Carolina. 2. 3.	None
25	Production Fund Grants	Require	None	The elimination of the Production Fund Grants would lessen exposure for South Carolina youth to potential careers in the film industry.	1. Ensure film production-related educational opportunities through public schools, the SC Technical College System, or Institutes of Higher Education. 2. 3.	None
26	Film Educational Workshops	Require	None	The elimination of this program would limit the development of South Carolina's resident film crew, making them less competitive than film crews from neighboring states.	1. Provide professional development courses through the public education system, SC Technical College System, or Institutions of Higher Education. 2. 3.	Higher Educations Institutions; The SC Technical College System
27	Tourism Oriented Directional Signage	Require	None	Elimination of this program would negatively impact tourism businesses, especially in the state's rural areas, by decreasing public awareness.	1. Allow local governments and their respective transportation departments to approve and install TODS signs. 2. 3.	South Carolina Department of Transportation; South Carolina Department of Agriculture

Organizational Units
(Study Step 1: Agency Legal Directives, Plan and Resources)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	3/9/2018

Did the agency make efforts to obtain information from employees leaving the agency (e.g., exit interview, survey, evaluation, etc.) in 2014-15; 2015-16; or 2016-17? (Y/N)	2014-15: N 2015-16: N 2016-17: N
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Organizational Unit	Purpose of Organizational Unit	Year	Turnover Rate in the organizational unit	Did the agency evaluate and track employee satisfaction in the organizational unit? (Y/N)	Did the agency allow for anonymous feedback from employees in the organizational unit? (Y/N)	Did any of the jobs in the organizational unit require a certification (e.g., teaching, medical, accounting, etc.)? (Y/N)	If yes, in the previous column, did the agency pay for, or provide in-house, classes/instruction/etc. needed to maintain all, some, or none of the required certifications?
Executive Office	The Executive Office include the Director's Office, Human Resources and Internal Audits.	2014-15:	33.00%	No	No	No	
		2015-16:	0.00%	No	No	No	
		2016-17:	0.00%	No	No	No	
Administrative Services	Administrative Services includes Finance and Technology Services.	2014-15:	5.50%	No	No	Yes	All
		2015-16:	16.66%	No	No	Yes	All
		2016-17:	5.50%	No	No	Yes	All
Office of Recreation, Grants, and Policy	Recreation grants and agency policy	2014-15:	0.00%	No	No	No	
		2015-16:	0.00%	No	No	No	
		2016-17:	33.33%	No	No	No	
Tourism Sales & Marketing	This service area is responsible for implementing agency policy and programs related to the development of South Carolina's domestic and international tourism marketing, sales and grant programs. Group tour operators and consumers can find details about attractions, accommodations and restaurants, plus contact information for South Carolina's tourism regions.	2014-15:	16.32%	No	No	Yes	All
		2015-16:	12.24%	No	No	Yes	All
		2016-17:	6.89%	No	No	Yes	All
Welcome Centers - Facilities maintenance	Facilities maintenance for the state's nine Welcome Centers. Note: Welcome Center customer service is under the Tourism Sales and Marketing organizational unit.	2014-15:	0.00%	No	No	No	
		2015-16:	0.00%	No	No	No	
		2016-17:	22.22%	No	No	No	
State Park Service	The Park Service manages and protects more than 80,000 acres of South Carolina's natural and cultural resources, which includes 47 operational parks and eight historic properties.	2014-15:	13.24%	No	Yes	Yes	All
		2015-16:	11.14%	No	No	Yes	All
		2016-17:	11.49%	No	No	Yes	All
Communications	This area is responsible for communications between the agency, news media and key stakeholders and partners statewide.	2014-15:	0.00%	No	No	No	
		2015-16:	0.00%	No	No	No	
		2016-17:	0.00%	No	No	No	
Research	The Research program tracks economic and other performance measures for both the state's tourism industry and other programs within SCPRT.	2014-15:	0.00%	No	No	No	
		2015-16:	0.00%	No	No	No	
		2016-17:	0.00%	No	No	No	
Film Commission	This program's purpose is to recruit film and television projects and support the development of the state's film industry through grant programs and educational workshops.	2014-15:	0.00%	No	No	No	
		2015-16:	40.00%	No	No	No	
		2016-17:	0.00%	No	No	No	

Comprehensive Strategic Finances
(Step 1: Agency Legal Directives, Plan and Resources)

Agency Response	Department of Parks, Recreation, and Tourism
Date of Submission	March 15, 2024

If the agency feels additional explanation of data provided in any of the sections below would assist those reading the document in better understanding the data please add a row under the applicable section, label it "Additional Notes," and enter the explanation.

Line #

Form Title: 2016-17

Agency or other resource description or program (Step 1-2)

Revenue generated or received: source

1A

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Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

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Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

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Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

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Additional Notes/Explanation

- a The Department does not budget by the Goal/Strategy/Objective level. The amounts provided are for each account.
- b The Department does not budget FTEs at the Goal/Strategy/Objective level. The units provided are reasonable estimates.
- c Personnel Services Projects are categorized as having a high fund level in: 36080000, and 36080100 reported under 36060800; 39078000, 39078010 and 39078820 reported under 39080000; 57878000, 57878010 and 57878820 reported under 57878000
- d The accounts listed below are not included in the current year's SCRT report. SCRT has two composite reports for the service to support the girl courses at Hickory Knoll and Cherokee State Parks. The accounts are for the purchase of beer and wine that is served at the snack bars at the courses. The accounts are not included from State Park because they are not used for food or beverage. The accounts are not included from SCRT because the purchases are made through the State Park system. The accounts would be determined. Details of this account are reported under the Bank Transfers Program Section 127.83
- e The details of this account are not reflected in any of the balances of this account. SCRT has a composite report account for the Beautiful Places Alliance, a 501(c) 3 organization under the direction of a Board of Directors. The ending cash balance of this account is recorded in SCRTs year end financial results and expenditures are not, but they are reported on the Bank Transfers Program Section 127.83

General Appropriation Act

- | Program # | Program Description |
|-----------|----------------------------------|
| I | Administration |
| IA | Executive Office |
| IB | Administration Services |
| II | Programs and Services |
| IIA | Tourism Sales & Marketing |
| II A 1 | Regional Promotions |
| II A 2 | Advertising |
| II A 3 | Destination Specific Advertising |
| II A 4 | Sports Marketing Grant Program |
| IIIC | Welcome Centers |
| IID | Heritage Corridor |
| IIE | State Parks |
| IIF | Communications |
| II G | Research & Policy |

	Agency Responsibility	Department of Parks, Recreation, and Tourism
	Date of Submission	March 9, 2024
IG	State Film Office	
IE	Employee Benefits	
HC	State Employer Contributions	

Provisions	FY2016-2016
40.3	Advertising Funds Use and Carry Forward
118.14	FY2015-2016 Item 41 (a) Undiscovered SC Enhancement Grants \$500,000
118.14	FY2017-2018 Item (b) Spartanburg City Parks \$200,000
118.14	FY2015-2016 Item (b) City of Conway - Henry County Museum \$250,000
HC02	Capital Reserve Fund Item (7) State Aquarium \$1,000,000
HC02	Capital Reserve Fund Item (51) Welcome Center Facilities \$1,000,000
117.14	Legacy Centers - SC207 to transfer \$3,313,560 for sustained and maintenance
	FY2016-2017
118.14	FY2016-2017 Item (b) Statewide Beach Rejuvenation \$400,000
118.15	FY2016-2017 Item (7) Security Audit & PCI Compliance Audit \$300,000
118.16	FY2016-2017 Item (b) State Parks Film Project \$1,000,000
118.16	FY2016-2017 Item 6 Currier Gallery
118.16	FY2016-2017 Item (b) Sports Marketing Fund \$1,000,000
118.16	FY2016-2017 Item (b) Model of House Museum \$1,000,000
118.16	FY2016-2017 Item (b) Currier Environmental Center \$300,000
118.16	FY2016-2017 Item (3) African American History Museum \$4,000,000
118.16	FY2016-2017 Item (b) Children's Museum of the Upstate \$1,000,000
118.16	FY2016-2017 Item (b) Parks and Recreation Development Fund \$5,000,000
49.9	Carry Forward Advertising
49.14	State Funded Grant Programs, PARO, Undiscovered, Sports Marketing carry forward
HC02	Capital Reserve Fund Item (54) Parks, Recreation and Tourism Revitalization \$6,375,000
HC02	Capital Reserve Fund Item (52) State Welcome Center
HC02	Capital Reserve Fund Item (58) State Aquarium \$170,000
118.14	FY2017-2018 Item (2) Statewide Beach Rejuvenation \$5,000,000
118.14	FY2017-2018 Item (17) Hurricane Matthew Revenue Loss \$2,336,195
117.14	Welcome Centers - SC207 to transfer \$3,313,560 for sustained and maintenance

FY2017-2018

Provisions - Complete Wording

FY2016-2013

118.16 (DR: Non-recurring Revenue) (A) The source of revenue appropriated in subsection (B) is non-recurring revenue generated from the following sources: (1) \$66,376,487 from Fiscal Year 2012-13 Contingency Reserve Fund; (2) \$169,036,780 from Fiscal Year 2013-14 undesignated general fund revenue as certified by the Board of Economic Advancement; and (3) \$2,288,513 from Fiscal Year 2013-14 Capital Reserve Fund. The revenue is deemed to have occurred and is available for use in Fiscal Year 2014-15 after September 1, 2014, following the Comptroller General's close of the state's books on Fiscal Year 2013-14. Any restrictions concerning specific utilization of these funds are lifted for the specified fiscal year. The above agency transfers shall occur no later than thirty days after the close of the books on Fiscal Year 2013-14 and shall be available for use in Fiscal Year 2014-15. (B) The appropriations in this provision are listed in priority order. Item (1) must be funded first and each remaining item must be fully funded before any funds are allocated to the next item. Provided, however, that any individual item may be partially funded in the order in which it appears to the extent that revenues are available. The State Treasurer shall disclose the following appropriations by September 30, 2014, for the purposes stated: (1) General Reserve Fund Contribution \$25,000,000; Item 11 (a) Parks and Recreation Development Fund \$1,000,000

FY2015-2016

49.3 (PRT: Advertising Funds Use and Carry Forward) The Department of Parks, Recreation and Tourism may carry forward any unexpended funds appropriated on the Advertising line within Program 1, A, Tourism Sales and Marketing from the prior fiscal year into the current fiscal year to be used for the same purposes which include the Tourism Partnership Fund, Destination Specific Marketing Grants and the agency advertising fund. \$250,000 of the funds appropriated for the Advertising line within Program 1, A, Tourism Sales and Marketing shall be provided to the Charleston Area Convention & Visitors Bureau for special event promotion.

118.14 (DR: Nonrecurring Revenue) (A) The source of revenue appropriated in subsection (B) is nonrecurring revenue generated from the following sources: (1) \$19,760,376 from Fiscal Year 2013-14 Contingency Reserve Fund; (2) \$19,380,467 from Fiscal Year 2014-15 undesignated general fund revenue as certified by the Board of Economic Advancement; (3) \$27,602,268 from the litigation Recovery Account; and (4) \$49,500,000 from Fiscal Year 2015-16 non-recurring contribution from the Undiscovered Property Fund. Any restrictions concerning specific utilization of these funds are lifted for the specified fiscal year. The above agency transfers shall occur no later than thirty days after the close of the books on Fiscal Year 2014-15 and shall be available for use in Fiscal Year 2015-16. This revenue is deemed to have occurred and is available for use in Fiscal Year 2015-16 after September 1, 2015, following the Comptroller General's close of the state's books on Fiscal Year 2014-15. (B) The appropriations in this provision are listed in priority order. Item (1) must be funded first and each remaining item must be fully funded before any funds are allocated to the next item. Provided, however, that any individual item may be partially funded in the order in which it appears to the extent that revenues are available. The State Treasurer shall disclose the following appropriations by September 30, 2015, for the purposes stated: 41 (a) Undiscovered SC \$500,000; Spartanburg City Park Project \$800,000; City of Conway - Recreation of Henry County Museum for Multi-purpose center \$200,000

FY2016-2017

118.16 (DR: Nonrecurring Revenue) (A) The source of revenue appropriated in subsection (B) is nonrecurring revenue generated from the following sources: (1) \$46,702,797 from Fiscal Year 2014-15 Contingency Reserve Fund; (2) \$339,718,000 from Fiscal Year 2015-16 undesignated general fund revenue as certified by the Board of Economic Advancement; (3) \$19,360,007 from the litigation Recovery Account; (4) \$14,426,041 from Fiscal Year 2015-16 (PARO) Excess Child Services; (5) \$11,883,516 from Fiscal Year 2015-16 (PARO) Excess Horizontal Exemption; (6) \$5,494,506 from Fiscal Year 2015-16 FBO Carry Forward and Bonus Lease; and (7) \$492,000 from the Department of Personnel Identity Theft Reimbursement Fund. Any restrictions concerning specific utilization of these funds are lifted for the specified fiscal year. The above agency transfers shall occur no later than thirty days after the close of the books on Fiscal Year 2015-16 and shall be available for use in Fiscal Year 2016-17. This revenue is deemed to have occurred and is available for use in Fiscal Year 2016-17 after September 1, 2016, following the Comptroller General's close of the state's books on Fiscal Year 2015-16. (B) The appropriations in this provision are listed in priority order. Item (1) must be funded first and each remaining item must be fully funded before any funds are allocated to the next item. Provided, however, that any individual item may be partially funded in the order in which it appears to the extent that revenues are available. The State Treasurer shall disclose the following appropriations: Item (B) Statewide Beach Rejuvenation \$200,000,000; (a) Information Technology Security Audit and PCI Compliance Audit \$260,000; (b) State Park Film Project \$1,000,000; (c) Currier Gallery Project \$100,000; (f) Sports Development Marketing Program \$5,000,000; (g) Model of House Museum \$500,000; (h) Currier Environmental Center \$100,000; (i) African American Museum \$4,000,000; (j) Children's Museum of the Upstate \$1,000,000; (k) Parks and Recreation Development Fund \$5,000,000

HC02

Capital Reserve Fund Item (54) Parks, Recreation and Tourism Revitalization \$6,375,000; (52) Welcome Center Facility \$4,000,000; (58) State Aquarium \$170,000

117.14 (GP: South Carolina Welcome Centers) The Department of Parks, Recreation and Tourism and the Department of Transportation shall maintain a Memorandum of Understanding (MOU) that provides that the Department of Parks, Recreation and Tourism shall control operations of all South Carolina Welcome Centers. The MOU shall include replacement, renovation and maintenance of the facilities, daily operations, and grounds maintenance and upkeep and shall clearly define responsibility for additional portions of Welcome Centers to include paving and sidewalks. The Department of Transportation shall transfer to the Department of Parks, Recreation and Tourism the amount of \$5,153,500 less any new funds appropriated by the General Assembly for the same purpose. The Department of Parks, Recreation and Tourism assumes responsibility for this amount and the timing of the transfer of these funds shall be defined as part of the MOU. The funds transferred to the Department of Parks, Recreation and Tourism shall be placed in a separate and distinct fund and these funds shall be carried forward from the prior fiscal year into the current fiscal year and be expended for the same purposes.

FY2017-2018

49.3 (PRT: Advertising Funds Use and Carry Forward) The Department of Parks, Recreation and Tourism may carry forward any unexpended funds appropriated on the Advertising line within Program 1, A, Tourism Sales and Marketing from the prior fiscal year into the current fiscal year to be used for the same purposes which include the Tourism Partnership Fund, Destination Specific Marketing Grants and the agency advertising fund. \$250,000 of the funds appropriated for the Advertising line within Program 1, A, Tourism Sales and Marketing shall be provided to the Charleston Area Convention & Visitors Bureau for special event promotion.

117.14 (GP: South Carolina Welcome Centers) The Department of Parks, Recreation and Tourism and the Department of Transportation shall maintain a Memorandum of Understanding (MOU) that provides that the Department of Parks, Recreation and Tourism shall control operations of all South Carolina Welcome Centers. The MOU shall include replacement, renovation and maintenance of the facilities, daily operations, and grounds maintenance and upkeep and shall clearly define responsibility for additional portions of Welcome Centers to include paving and sidewalks. The Department of Transportation shall transfer to the Department of Parks, Recreation and Tourism the amount of \$5,153,500 less any new funds appropriated by the General Assembly for the same purpose. The Department of Parks, Recreation and Tourism assumes responsibility for this amount and the timing of the transfer of these funds shall be defined as part of the MOU. The funds transferred to the Department of Parks, Recreation and Tourism shall be placed in a separate and distinct fund and these funds shall be carried forward from the prior fiscal year into the current fiscal year and be expended for the same purposes.

Agency Response	Department of Parks, Recreation, and Tourism
Date of Submission	March 9, 2018

118.16

(26) Nonrecurring Revenue: (A) The source of revenue appropriated in subsection (B) is nonrecurring revenue generated from the following sources: (1) \$28,496,128 from Fiscal Year 2016-17, unobligated general fund revenue as certified by the Board of Economic Advisors; (2) \$16,183,789 from the litigation Recovery Account; (3) \$ 5,426,031 from the South Carolina Farm Aid Fund-Layer; (4) \$ 2,873,203 from fiscal Year 2016-17 (6460) Farm Horsefeed Exemption; (5) \$23,397,132 from Fiscal Year 2016-17 Debt Service Lapse.

Yes: \$ 6,480,827 from Fiscal Year 2016-17 (7402) S.C. Conservation Bank, Subfund 44257 Carry Forward, and Phase order Text printed in italic, boldface indicates sections revised by the Governor on June 22, 2017. (7) \$17,882,020-revoked from Fiscal Year 2016-17 (7102)

State Law Enforcement Division Forensic Building. The State Law Enforcement Division shall apply to the General Fund the funds appropriated in Act 284 of 2016 by proviso 1.8.3c, item (B)(1)(a) for a Forensic Building. Any restrictions concerning specific utilization of these funds are lifted for the specified fiscal year. The above agency transfers shall occur no later than thirty days after the close of the biennium Fiscal Year 2016-17 and shall be available for use in fiscal year 2017-18. The revenue is deemed to have occurred and is available for use in fiscal year 2017-18 after September 1, 2017, following the completion General of close of the state books on fiscal year 2016-17. (8) The appropriations in this provision are listed in priority order. Item (1) must be funded first and each remaining item must be fully funded before any funds are allocated to the next item. Provided, however, that any individual item may be partially funded in the order in which it appears to the extent that revenues are available. The State Treasurer shall allocate the following appropriations by September 20, 2017, for the purposes stated:

(A) (10) General and Capital Reserve Fund: Item (2) Statewide Health Network/Health \$6,000,000; (7) Hurricane Relief

Revenue Loss \$2,339,306

Performance Measures
(Study Step 2: Performance)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	3/9/2018

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

Performance Measure	Type of Measure:	Agency selected; Required by State; or Required by Federal:	Time Applicable	Target and Actual row labels	Target and Actual Results (Time Period #1)	Target and Actual Results (Time Period #2)	Target and Actual Results (Time Period #3)	Target and Actual Results (Time Period #4)	Target and Actual Results (Time Period #5 - most recent completed time period)	Target Results Time Period #6 (current time period)	Currently using, considering using in future, no longer using
State Parks Total Revenue ¹	Outcome Measure	Agency Selected	July - June	Target:	\$25,333,470	\$26,094,760	\$27,727,683	\$28,567,177	\$29,298,442	\$30,393,216	Currently using
				Actual:	\$22,332,204	\$24,039,397	\$26,906,654	\$28,053,715	\$27,168,600		
State Parks Admissions Revenue ¹	Outcome Measure	Agency Selected	July - June	Target:	\$4,000,000	\$4,500,000	\$5,000,000	\$5,500,000	\$6,000,000	\$6,500,000	Currently using
				Actual:	\$4,139,417	\$4,711,244	\$5,225,487	\$5,725,667	\$6,041,161		
State Park Cabin Occupancy ¹	Outcome Measure	Agency Selected	July - June	Target:	66.00%	66.00%	66.00%	66.00%	66.00%	55.00%	Currently using
				Actual:	66.26%	64.24%	60.26%	61.74%	52.68%		
State Park Lodge Room Occupancy ¹	Outcome Measure	Agency Selected	July - June	Target:	33.00%	33.00%	33.00%	33.00%	33.00%	33.00%	Currently using
				Actual:	36.24%	34.01%	30.52%	29.74%	31.94%		
State Park Campsite Occupancy ¹	Outcome Measure	Agency Selected	July - June	Target:	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	Currently using
				Actual:	33.90%	35.30%	36.23%	37.31%	34.11%		
State Park Golf Rounds ¹	Outcome Measure	Agency Selected	July - June	Target:	35,000	35,000	35,000	35,000	35,000	36,000	Currently using
				Actual:	32,592	31,975	29,961	33,532	35,589		
State Park Corporate/Private Donations	Input/Activity Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	\$107,750	\$179,912	\$66,785	\$178,000	\$142,936		
Check Off for State Parks Collections	Input/Activity Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	\$38,482	\$47,316	\$44,416	\$11,000	\$20,914		
Number of State Parks Volunteer Hours (Estimated) ¹	Input/Activity Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	101,869	102,650	97,650	98,950	110,340		
Number of Red Cockaded Woodpecker Clusters	Outcome Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	16	Currently using
				Actual:	11	13	12	12	14		
Number of Red Cockaded Woodpecker Fledglings	Outcome Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	31	Currently using
				Actual:	11	18	19	18	27		
Number of Sea Turtle Nests	Outcome Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	271	Currently using
				Actual:	290	106	274	400	285		
New Forest Restoration Acreage	Outcome Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	4691	5575	Currently using
				Actual:	1026	3386	1323	2722	4425		
Total Forest Restoration Acreage	Outcome Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	8708	12705	Currently using
				Actual:	5253	5461	5461	7482	9902		
Discover Carolina Educational Programming Attendance	Outcome Measure	Agency Selected	July - June	Target:	19,000	21,300	17890	18,864	19,000	15,308	Currently using
				Actual:	20,463	21,896	21,215	19,960	16,242		
Discover Carolina Family Programming Attendance	Outcome Measure	Agency Selected	July - June	Target:	550,000	553,000	520,000	570,000	650,000	490,000	Currently using
				Actual:	555,112	522,760	595,681	657,204	495,113		
Cooperative Advertising Sales Total	Input/Activity Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	\$169,255	\$292,301	\$388,924	\$421,575	\$348,100		

Performance Measures
(Study Step 2: Performance)

Performance Measure	Type of Measure:	Agency selected; Required by State; or Required by Federal:	Time Applicable	Target and Actual row labels	Target and Actual Results (Time Period #1)	Target and Actual Results (Time Period #2)	Target and Actual Results (Time Period #3)	Target and Actual Results (Time Period #4)	Target and Actual Results (Time Period #5 - most recent completed time period)	Target Results Time Period #6 (current time period)	Currently using, considering using in future, no longer using
Welcome Center Advertising Sales Total ²	Input/Activity Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	\$78,753	\$127,240.50	\$110,839.75	\$76,290	\$53,469		
Visitors Guide Sales Total	Input/Activity Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	\$397,000	\$368,005	\$419,902	\$544,159	\$605,549		
Website Advertising Sales Total ³	Input/Activity Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	\$60,024	\$40,564.12	\$0	\$50,700	\$35,900		
Total Number of SC Film Hires	Outcome Measure	State government + Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	2,926	2,196	3164	2,301	2,479		
Total Amount of Film-Related SC Spending (qualified spend only)	Outcome Measure	State government + Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	\$15,458,855	\$18,455,460	\$29,075,355	\$19,860,414	\$38,093,948		
Total Number of Film-Related Hotel Nights	Outcome Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	6,108	9,316	8,686	9,781	7,473		
Welcome Center Accommodations Reservations	Outcome Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	13,997	13,755	15,484	14,706	12,581		
Welcome Center Attractions Reservations	Outcome Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	3147	4344	2913	4,623	4,704		
Percent of Leisure Travel Ad-Aware Households in Target Markets	Outcome Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	39%	37%	n/a	Currently using
				Actual:	19%	38%	45%	54%	50%		
Total Accommodations Tax Collections	Outcome Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	\$50,910,208.15	\$55,356,170.15	\$59,553,409.65	\$57,477,236.53	\$69,559,226.90		
Total Admissions Tax Collections	Outcome Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	\$34,029,126.22	\$34,053,135.21	\$36,963,152.75	\$38,875,068.59	Unavailable		
Statewide Hotel Occupancy Rate	Outcome Measure	Agency Selected	January - December	Target:	56.40%	58.00%	61.00%	62.00%	63.80%	64.20%	Currently using
				Actual:	58.00%	61.00%	62.00%	63.80%	64.20%		
Statewide Hotel RevPAR Rate	Outcome Measure	Agency Selected	January - December	Target:	\$51.59	\$55.55	\$60.96	\$65.16	\$69.88	\$73.11	Currently using
				Actual:	\$55.55	\$60.96	\$65.16	\$69.88	\$73.11		
Number of LWCF Grants Awarded ⁴	Output Measure	Federal government	October - September	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	3	3	0	11	0		
Number of PARD Grants Awarded	Output Measure	State government	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	59	106	103	83	160		
Number of RTP Grants Awarded	Output Measure	Federal government	October - September	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	10	11	3	1	33		
Number of Sports Tourism Advertising and Recruitment Grants Awarded ⁵	Output Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	n/a	n/a	n/a	8	5		
Number of Undiscovered SC Grants Awarded ⁵	Output Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	n/a	n/a	2	3	2		
Number of Tourism Advertising Grants Awarded	Output Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	54	60	67	77	79		
Number of Beach Renourishment Grants Awarded ⁵	Output Measure	State government	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	n/a	n/a	n/a	n/a	4		
Number of Approved TODS Applications ⁵	Output Measure	Agency Selected	July - June	Target:	n/a	n/a	n/a	n/a	n/a	n/a	Currently using
				Actual:	n/a	22	18	7	2		

Note: Target Values are listed as "n/a" for all Input/Activity because these represent value-added results that benefit the agency's operations, but do not determine or indicate the agency's failure or success in meeting a goal. Target Values are also listed as "n/a" for all Output Measures, since the number of grants awarded each is based on the number of applicants and the amount of funding available. Target Values are also listed as "n/a" if external factors beyond the agency's control significantly influence the outcome of the Performance Measure. (For example, Film-Related Performance Measure outcomes depend greatly on a number of external factors including the type of projects recruited, the financial scope of the projects, time of year and location of the project. SCPRT cannot reasonably predict these outcomes for future fiscal years as these factors are resultant of the needs of the motion picture production companies. Similarly, target values are not set for measures such as Admissions and Accommodations Tax Collections. While these collections may be indicative of tourism business trends, there are also influenced by other extenuating factors, such as late tax payments or lump sum payments.)

Performance Measures
(Study Step 2: Performance)

Performance Measure	Type of Measure:	Agency selected; Required by State; or Required by Federal:	Time Applicable	Target and Actual row labels	Target and Actual Results (Time Period #1)	Target and Actual Results (Time Period #2)	Target and Actual Results (Time Period #3)	Target and Actual Results (Time Period #4)	Target and Actual Results (Time Period #5 - most recent completed time period)	Target Results Time Period #6 (current time period)	Currently using, considering using in future, no longer using
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¹ State Parks Operational Performance Measures were negatively impacted by significant natural disasters that resulted in temporary park closures in FY 15, 16 and 17.

² Welcome Center Advertising Opportunities were limited in FY 16 and 17 due to construction activities at the Hardeeville and Fort Mill Welcome Centers.

³ Leisure Website Advertising Opportunities were not offered during FY 15 due to redesign of the website.

⁴ Due to Federal funding limitations, LWCF was placed on a two-year grant cycle.

⁵ The Undiscovered SC Grant Program began in FY 15. The Sports Tourism Advertising and Recruitment Grant Program began in FY 16. The Beach Renourishment Grant Program began in FY 17. The Tourism Oriented Directional Signage Program began in FY 14.

Comprehensive Strategic Plan Summary
(Study Step 1: Agency Legal Directives, Plan and Resources; and Study Step 2: Performance)

Agency Responding	Department of Parks, Recreation, and Tourism
Date of Submission	9-Mar-18

Mission: Growing South Carolina's economy by fostering sustainable tourism economic development and effectively marketing our state to increase visitation and improve the quality of life for all South Carolinians.
Legal Basis: S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT
Vision: Grow the state. (the economy, jobs, the product base, etc.); Enhance the authentic experiences. (Remain true to what makes South Carolina special); Sustain the resources. (Protect and preserve.); Lead the way.
Legal Basis: S.C. Code Ann. §51 - 1 - 60. Duties and Powers of SCPRT

2016-17	
Total # of FTEs available / Total # filled at start of year	Total amount Appropriated and Authorized to Spend
Available FTEs: 398 Filled FTEs: 398 Temp/Grant: Time Limited: End Time:	\$ 195,973,880

Amount remaining
\$ 61,440,138

2017-18	
Total # of FTEs available / Total # filled at start of year	Total amount Appropriated and Authorized to Spend
Available FTEs: 400 Filled FTEs: 400 Temp/Grant: Time Limited: End Time:	\$ 172,479,423

Amount remaining
\$ 31,804,252

2017-18 Comprehensive Strategic Plan Part and Description (e.g., Goal 1 - Insert Goal 1; Strategy 1.1 - Insert Strategy 1.1; Objective 1.1.1 - Insert Objective 1.1.1)	Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer)	2016-17				2017-18				Associated Performance Measures	Associated Organizational Unit(s)	Responsible Employee Name & Time staff member has been responsible for the goal or objective	Does this person have input into the budget for this goal, strategy or objective? (Y/N)	Partner(s), by segment, the agency works with to achieve the objective (Federal Government; State Government; Local Government; Higher Education Institution; K-12 Education Institution; Private Business; Non-Profit Entity; Individual; or Other)	
		# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend	Associated General Appropriations Act Program(s) (If there are a number of different assoc. programs, please enter "A," then explain at the end of the chart what is included in "A")	# of FTE equivalents planned to utilize	Amount budgeted (including employee salaries/wages and benefits)	% of Total Available to Budget	Associated General Appropriations Act Program(s)						
Goal 1 - Stewardship of Agency Resources															
Strategy 1.1 - Effectively Operate State Parks with Standard Business Management Practices															
Objective 1.1.1 - Increase State Parks Revenue through Increased Visitation and Usage	Improved services and programming that yield enhanced State Parks visitor experiences	267	\$28,795,207	14.69%	II D State Park Service	269	\$26,410,054	15.31%	II D State Park Service	State Parks Total Revenue State Parks Admissions Revenue State Parks Cabin Occupancy State Parks Lodge Room Occupancy State Parks Campsite Occupancy State Parks Golf Rounds	State Park Service	Phil Gaines - over 13 years	Yes	Private Business	
Objective 1.1.2 - Enhance the State Park product through corporate partnerships and public support	Improved State Park Product and Visitor Experiences	1	\$135,938	0.07%	II D State Park Service	1	\$135,938	0.08%	II D State Park Service	State Parks Corporate/Private Donations Check Off for State Parks Collections	State Park Service	Lou Fontana - over 17 years	No	Private Business Non-Profit Entity	
Strategy 1.2 - Protect and Preserve Natural and Cultural Resources in South Carolina State Parks															
Objective 1.2.1 - Conduct Species Management Activities to Protect and Preserve State Parks' Ecosystems	Protecting the integrity of State Parks' natural resources to ensure quality visitor experiences and visitor safety	8	\$463,633	0.24%	II D State Park Service	8	\$465,000	0.27%	II D State Park Service	Number of Red Cockaded Woodpecker Clusters Number of Red Cockaded Woodpecker Fledglings Number of Sea Turtle Nests New Forest Restoration Acreage	State Park Service	Terry Hurley - less than 7 years	Yes	State Government Federal Government Non-Profit Entity	
Objective 1.2.2 - Encourage Participation in Discover Carolina programs	Provide hands-on educational opportunities for South Carolina schools and families			0.00%				0.00%		Discover Carolina Educational Programming Attendance Discover Carolina Family Programming Attendance	State Park Service	Terry Hurley - less than 7 years	Yes	K-12 Education Institution	
Objective 1.2.3 - Ensure Integrity and Preservation of State Parks' Historic Structures	Protecting the integrity of State Parks' historic resources to ensure quality visitor experiences and visitor safety			0.00%				0.00%			State Park Service	Terry Hurley - less than 7 years	Yes	State Government Federal Government Non-Profit Entity	
Strategy 1.3 - Develop and Promote Advertising and Cooperative Advertising Opportunities for the Local Tourism Industry Partners															
Objective 1.3.1 - Encourage Participation in SCPRT's Cooperative Advertising Program	Encourage greater visitation to South Carolina destinations for the benefit of local tourism business communities	0.25	\$0	0.00%		0.25	\$0	0.00%		Cooperative Advertising Sales Total	Tourism Sales & Marketing	Jenny Waller - less than 3 years	Yes	Private Business	
Objective 1.3.2 - Encourage Participation in SCPRT's Welcome Center Advertising Program	Encourage greater visitation to South Carolina destinations for the benefit of local tourism business communities			0.00%				0.00%		Welcome Center Advertising Sales Total	Tourism Sales & Marketing	Jenny Waller - less than 3 years	Yes		
Objective 1.3.3 - Encourage Participation in SCPRT's Visitor Guide Advertising Program	Encourage greater visitation to South Carolina destinations for the benefit of local tourism business communities			0.00%				0.00%		Visitors Guide Ad Sales Total	Tourism Sales & Marketing	Tammy Strawbridge - over 7 years	Yes	Private Business	
Objective 1.3.4 - Encourage Participation in SCPRT's Website Advertising Program	Encourage greater visitation to South Carolina destinations for the benefit of local tourism business communities			0.00%				0.00%		Website Advertising Sales Total	Tourism Sales & Marketing	Jenny Waller - less than 3 years	Yes		
Strategy 1.4 - Ensure Efficient Agency Operations through Executive Leadership and Administrative Support Services															
Objective 1.4.1 - Provide Leadership to Ensure Efficient Agency Operations through Intra-Agency Collaboration and Optimal Use of Human Resources	Ensure efficient use of public resources for all PRT programs and services	33.25	\$5,002,232	2.55%	I A Executive Office, I B Administrative Services, II E Communications	33.25	\$5,897,190	3.42%	I A Executive Office, I B Administrative Services, II E Communications		Executive Office; Communications	Duane Parrish - more than 7 years Amy Duffy - over 15 years Ivan Fisher - over 3 years	Yes		
Objective 1.4.2 - Monitor Use of Agency Financial Resources and Provide Technology Support for All Agency Programs and Services	Ensure efficient use of public resources for all PRT programs and services			0.00%				0.00%			Administrative Services	Ivette Sistare - over 18 years David Elward - over 20 years	Yes		
Goal 2 - Encourage Business Development and Economic Growth															
Strategy 2.1 - Develop the State's Film Industry through Project Recruitment and Educational Opportunities															
Objective 2.1.1 - Recruit Film/Television Projects that Provide Positive Impacts on South Carolina's Economy and Employment	Provided employment for South Carolina-based film crew, spending with South Carolina-based supplier companies and generate greater hotel occupancy for South Carolina hotels	1.75	\$11,760,575	6.00%	II G State Film Office	1.75	\$15,933,498	9.24%	II G State Film Office	Total Number of SC Film Hires Total Amount of Film-Related SC Spending Total Number of Film-Related Hotel Nights	Film Commission	Dan Rogers - 30 years	Yes		
Objective 2.1.2 - Encourage Workforce Development through Educational Workshops and Production Fund Grants	Provide students exposure to potential careers in the film industry	0.25	\$182,068	0.09%	II G State Film Office	0.25	\$240,000	0.14%	II G State Film Office		Film Commission	Tom Clark - 11 years	Yes	Higher Education Institutions K-12 Education Institutions	
Strategy 2.2 - Enhance the State Park Product to Encourage Visitation															
Objective 2.2.1 - Identify, Prioritize and Address State Parks Deferred Maintenance and Revenue Enhancement Projects	Improved State Park product in order to enhance the visitor experience and ensure public safety	13	\$12,296,978	6.27%	II D State Park Service	13	\$20,248,106	11.74%	II D State Park Service		State Park Service	Phil Gaines - over 13 years	Yes		
Objective 2.2.2 - Enhance the Welcome Center Experience through Facility Maintenance, Renovations or Reconstruction	Improved Welcome Center facilities to effectively provide services for traveling public and increase visitation to South Carolina destinations	15	\$8,368,812	4.27%	II C Welcome Center	15	\$6,511,557	3.78%	II C Welcome Center		Welcome Centers	Bobby Banks - less than 2 years	Yes	Private Business	

Comprehensive Strategic Plan Summary

(Study Step 1: Agency Legal Directives, Plan and Resources; and Study Step 2: Performance)

2017-18 Comprehensive Strategic Plan Part and Description (e.g., Goal 1 - Insert Goal 1; Strategy 1.1 - Insert Strategy 1.1; Objective 1.1.1 - Insert Objective 1.1.1)	Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer)	2016-17				Associated General Appropriations Act Program(s) (If there are a number of different assoc. programs, please enter "A," then explain at the end of the chart what is included in "A")	2017-18				Associated Performance Measures	Associated Organizational Unit(s)	Responsible Employee Name & Time staff member has been responsible for the goal or objective	Does this person have input into the budget for this goal, strategy or objective? (Y/N)	Partner(s), by segment, the agency works with to achieve the objective (Federal Government; State Government; Local Government; Higher Education Institution; Private Business; Non-Profit Entity; Individual; or Other)	
		# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend	# of FTE equivalents planned to utilize		Amount budgeted (including employee salaries/wages and benefits)	% of Total Available to Budget	Associated General Appropriations Act Program(s)							
Strategy 2.3 - Provide Assistance to DMOs and Local Governments for Tourism and Recreation Development																
Objective 2.3.1 - Coordinate and Administer the Recreational Trails Program Grants	Encourage outdoor recreation to encourage healthy activities and improve the quality of life.	1	\$595,303	0.30%	I B Administrative Services	1	\$575,000	0.33%	I B Administrative Services	Number of RTP Grants Awarded	Adminstrative Services	Neil Hamilton - less than 1 year	No		Federal Government	
Objective 2.3.2 - Coordinate and Administer the Parks and Recreation Development Funds Grants	Encourage outdoor recreation to encourage healthy activities and improve the quality of life.	1	\$1,023,008	0.52%	I B Administrative Services	1	\$3,977,135	2.31%	I B Administrative Services	Number of PARD Grants Awarded	Adminstrative Services	Alesha Cushman - less than 16 years	No		Local Government	
Objective 2.3.3 - Coordinate and Administer Land and Water Conservation Fund Grants	Encourage outdoor recreation to encourage healthy activities and improve the quality of life.	0.5	\$570,602	0.29%	I B Administrative Services	0.5	\$600,000	0.35%	I B Administrative Services	Number of LWCF Grants Awarded	Adminstrative Services	Amy Blinson - over 8 years	No		Federal Government	
Objective 2.3.4 - Coordinate and Administer Tourism Advertising Grants	Provide assistance to local destinations, events and attractions to increase their advertising effectiveness and visitation	0.25	\$1,733,961	0.88%	II A Tourism Sales & Marketing, II A 2 Advertising	0.25	\$1,739,707	1.01%	II A Tourism Sales & Marketing, II A 2 Advertising	Number of Tourism Advertising Grants Awarded	Tourism Sales & Marketing	Jenny Waller - less than 3 years	Yes			
Objective 2.3.5 - Coordinate and Administer Undiscovered SC Enhancement Grants	Provide assistance to rural destinations to encourage greater tourism product development	0.25	\$365,331	0.19%	I B Administrative Services	0.25	\$384,669	0.22%	I B Administrative Services	Number of Undiscovered SC Grants Awarded	Adminstrative Services	Amy Blinson - over 3 years	Yes			
Objective 2.3.6 - Coordinate and Administer Sports Tourism Advertising & Recruitment Grants	Provide assistance to local destantions to recruit major sports tourism events to the state in order to increase visitation and visitor spending	0.25	\$287,381	0.15%	I B Administrative Services	0.25	\$712,619	0.41%	I B Administrative Services & IIA 4 Sports Development Marketing	Number of Sports Tourism Advertising and Recruitment Grants Awarded	Adminstrative Services	Amy Blinson - over 2 years	Yes			
Objective 2.3.7 - Coordinate and Administer Beach Renourishment Grants	Provide assistance to local governments for beach renourishment/restoration in order to ensure the integrity of South Carolina's public beaches for public use and safety.	0.5	\$12,470,624	6.36%	I B Administrative Services	0.5	\$19,036,089	11.04%	I B Administrative Services	Number of Beach Renourishment Grants Awarded	Executive Office	Justin Hancock - less than 2 years	Yes		State Government	
Objective 2.3.8 - Administer Legislatively-Directed Funds	Improvement of local tourism, recreation and parks projects	0.25	\$16,116,388	8.22%	I B Administrative Services	0.25	\$2,754,241	1.60%	I B Administrative Services		Administrative Services	Yvette Sistare - over 18 years	No			
Objective 2.3.9 - Administer recurring funds for Destination Specific Marketing Grants and Regional Tourism Promotion	Encourage increased visitation and visitor spending in South Carolina's regions and major travel destinations		\$16,475,000	8.41%	II A 1 Regional Promotions, II A 3 Destination Specific Marketing		\$16,475,000	9.55%	II A 1 Regional Promotions, II A 3 Destination Specific Marketing		Administrative Services	Yvette Sistare - over 18 years	No			
Goal 3 - Effectively Market South Carolina as a Travel Destination																
Strategy 3.1 - Engage Consumers through SCPR's Leisure Marketing Program				0.00%				0.00%								
Objective 3.1.1 - Increase the Number of Ad-Aware Households in Key Domestic Markets	Increased awareness of South Carolina as a travel destination to ensure effective use of PRT advertising funds and increase visitation and visitor spending in South Carolina.	6.5	\$9,154,713	4.67%	II A Tourism Sales & Marketing, II A B Advertising	6.5	\$11,377,467	6.60%	II A Tourism Sales & Marketing, II A B Advertising	Percent of Leisure Travel Ad-Aware Households in Target Markets	Tourism Sales & Marketing	Beverly Shelley - over 18 years	Yes		Private Business	
Objective 3.1.2 - Utilize Tourism Partnership Promotional Opportunities	Leveraging major tourism events to increase public awareness of South Carolina tourism opportunities in order to increase visitation and visitor spending	1	\$1,907,797	0.97%	II A Tourism Sales & Marketing, II A B Advertising	1	\$2,000,000	1.16%	II A Tourism Sales & Marketing, II A B Advertising		Tourism Sales & Marketing	Beverly Shelley - over 18 years	Yes		Private Business State Government Local Government	
Objective 3.1.3 - Increase International Tourism Visitation to South Carolina	Increased international visitation and visitor spending in South Carolina tourism business communities and increased exposure of South Carolina as a travel destination in key established and developing international markets.	2	\$1,438,925	0.73%	II A Tourism Sales & Marketing, II A B Advertising	2	\$1,651,479	0.96%	II A Tourism Sales & Marketing, II A B Advertising		Tourism Sales & Marketing	Dolly Chewning - less than 17 years	Yes		Federal Government Local Government	
Objective 3.1.4 - Provide Travel and Tourism Assistance to Welcome Center Visitors	Encourage more visitation to South Carolina destinations and greater visitor spending with local tourism businesses	41	\$1,950,724	1.00%	II A Tourism Sales & Marketing, II A B Advertising	41	\$2,261,350	1.31%	II A Tourism Sales & Marketing, II A B Advertising	Welcome Center Accommodations Reservations Welcome Center Attractions Reservations	Tourism Sales & Marketing	Devon Harris - 6 years	Yes			
Strategy 3.2 - Engage Existing and Potential State Parks Visitors through Marketing		2	\$552,766	0.28%	II A Tourism Sales & Marketing, II A B Advertising	2	\$663,292	0.38%	II A Tourism Sales & Marketing, II A B Advertising							
Objective 3.2.1 - Actively Engage Consumers through Social Media Outlets	Increase public awareness of South Carolina State Parks			0.00%				0.00%			Tourism Sales & Marketing	Gwen Davenport - over 13 years	Yes			
Objective 3.2.2 - Increase State Parks Website Visitation and Usage	Increase public awareness of South Carolina State Parks			0.00%				0.00%			Tourism Sales & Marketing	Gwen Davenport - over 13 years	Yes			
Objective 3.2.3 - Increase Participation in the State Parks Ultimate Outsider Program	Increase public awareness of South Carolina State Parks			0.00%				0.00%			Tourism Sales & Marketing	Gwen Davenport - over 13 years	Yes			
Strategy 3.3 - Monitor Travel and Tourism Related Statistics and Economic Metrics		2	\$356,944	0.18%	II A B Advertising, II F Research	2	\$625,780	0.36%	II A B Advertising, II F Research							
Objective 3.3.1 - Track Travel and Tourism Related Tax Collections	Provide useful statistics to local governments and educational institutions			0.00%				0.00%		Total Accommodations Tax Collections Total Admissions Tax Collections	Research	Dudley Jackson - 20 years	Yes		State Government	
Objective 3.3.2 - Track Lodging Data	Provide useful statistics to local governments and educational institutions			0.00%				0.00%		Statewide Hotel Occupancy Rate Statewide Hotel RevPAR	Research	Dudley Jackson - 20 years	Yes		Private Business	
Objective 3.3.3 - Track State Parks Performance Measures	Ensure efficient State Parks operations and use of resources			0.00%				0.00%		State Parks Campsite Occupancy State Parks Cabin Occupancy State Parks Lodge Room Occupancy State Parks Golf Rounds	Research State Park Service	Dudley Jackson - 20 years Ashley Berry - over 11 years Jeremy Gilbert - over 4 years	Yes			

Spent/Transferred NOT toward Agency's Comprehensive Strategic Plan															
Palmetto Pride			\$2,528,833	1.29%					0.00%						

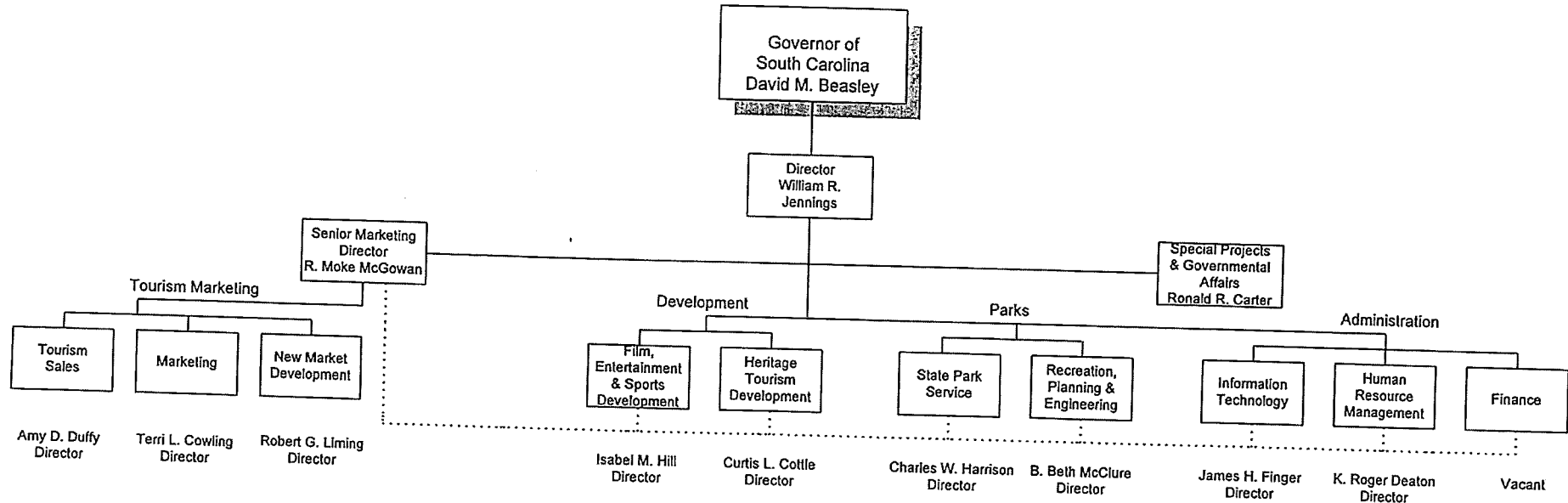
Agency Name:	South Carolina Parks, Recreation & Tourism		
Agency Code:	P280	Section:	049

Fiscal Year 2016-2017
Accountability Report

Report Template

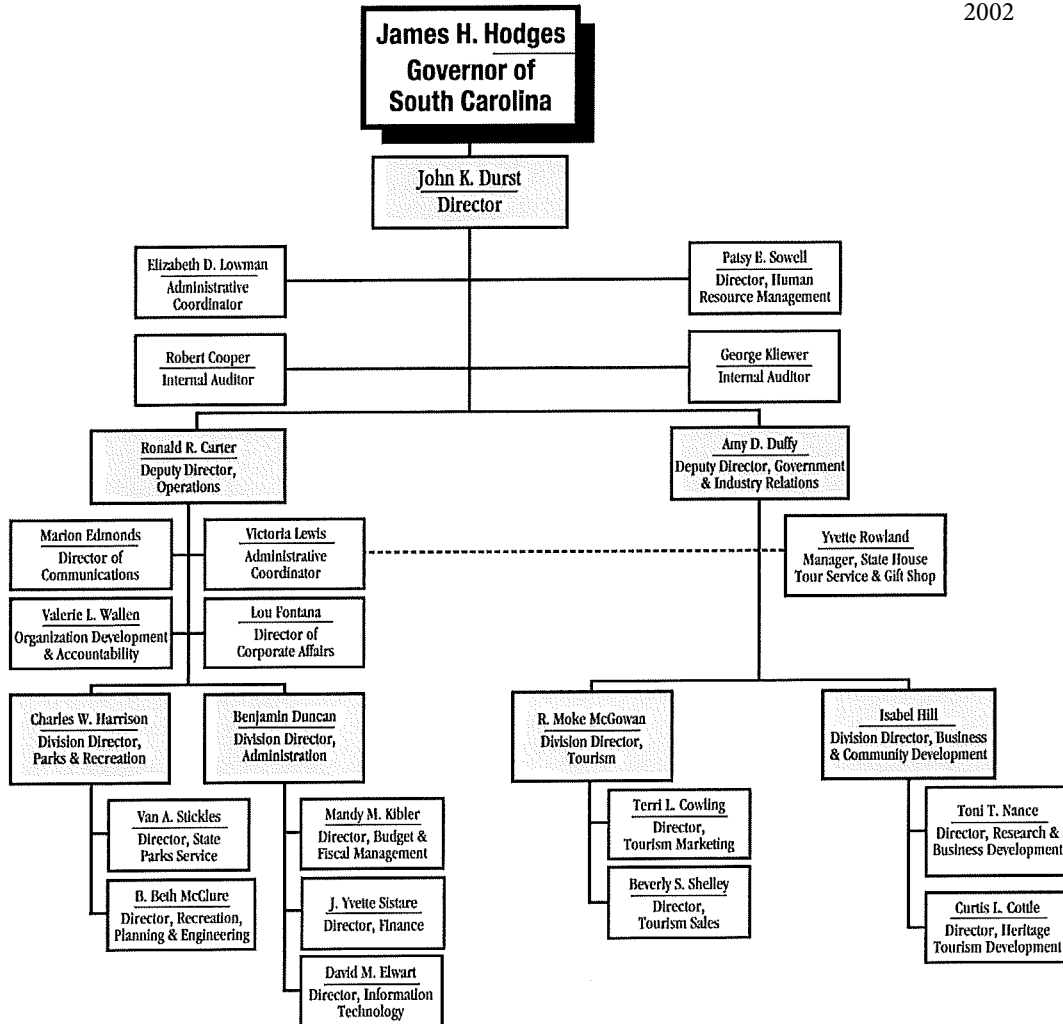
Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	Annual Accountability Report	Executive Budget Office	State	Annually	September 15, 2016	Agency Goals, Strategies, Objectives & Performance	Agency Website: https://www.scprr.com/about/accountability
2	Debt Collection Report	Executive Budget Office	State	Annually	February 1, 2017	Report Agency Debt	
3	Fees & Fines Report	Executive Budget Office	State	Annually	September 15, 2016	Report Fee and Fine Collections	Agency Website: https://www.scprr.com/about/accountability
4	Schedule of Federal Financial Assistance	State Auditors Office	State	Annually	September 15, 2016	Annual Audit of Federal Programs	
5	Minority Business Report	Executive Budget Office	State	Annually	September 15, 2016	Small and Minority Business Contracting & Certification	
6	IT Plan	SC Department of Administration - Division of Technology	State	Annually	October 1, 2016	Any IT projects costing \$50,000 or more	Report collected by Division of Technology; Not publicly available
7	IT Data Collection Workbook	SC Department of Administration - Division of Technology	State	Annually	August 1, 2016	IT Inventory, Fiscal Spend and Planning for FY17, FY18, FY19; Procurement Forecast; Project Forecast	Report collected by Division of Technology; Not publicly available
8	Info Sec and Privacy Data Collection	SC Department of Administration - Division of Technology	State	Annually	August 1, 2016	Cyber Security Framework to Identify, protect, detect, respond, recover maturity levels	Report collected by Division of Technology; Not publicly available
9	Expenditures of Annual Accommodations Tax Revenues	Tourism Expenditure Review Committee	State	Annually	October 1, 2016	Expenditures of 2% State Accommodations Tax revenues by local governments	SCPRT Website: https://www.scprr.com/research
10	South Carolina Film Incentives Report	House Ways & Means/Senate Finance	State	Annually	January 13, 2017	List of all film projects receiving wage or supplier rebates, including production company name, rebate amounts and location of project.	SC Film Office Website: http://filmssc.com/about/reports/annual/default.aspx
11	Comprehensive Permanent Improvement Plan	SC Department of Administration - Capital Budgeting Office	State	Annually	June 30, 2017	5 year plan of capital improvement projects for the agency	SC Department of Administration Website: http://www.admin.sc.gov/files/P28%20Parks%2C%20Recreation%20and%20Tourism.pdf
12	Energy Report	SC Office of Regulatory Staff	State	Annually	September 15, 2016	Energy information regarding facilities	
13	Recycling Report	SC Department of Health & Environmental Control	State	Annually	September 15, 2016	Recycling Information	
14	Real Property Report	Comptroller General	State	Annually	July 1, 2017	Real Property updates on acreage owned	

SOUTH CAROLINA DEPARTMENT OF PARKS, RECREATION AND TOURISM
ORGANIZATION CHART 1997



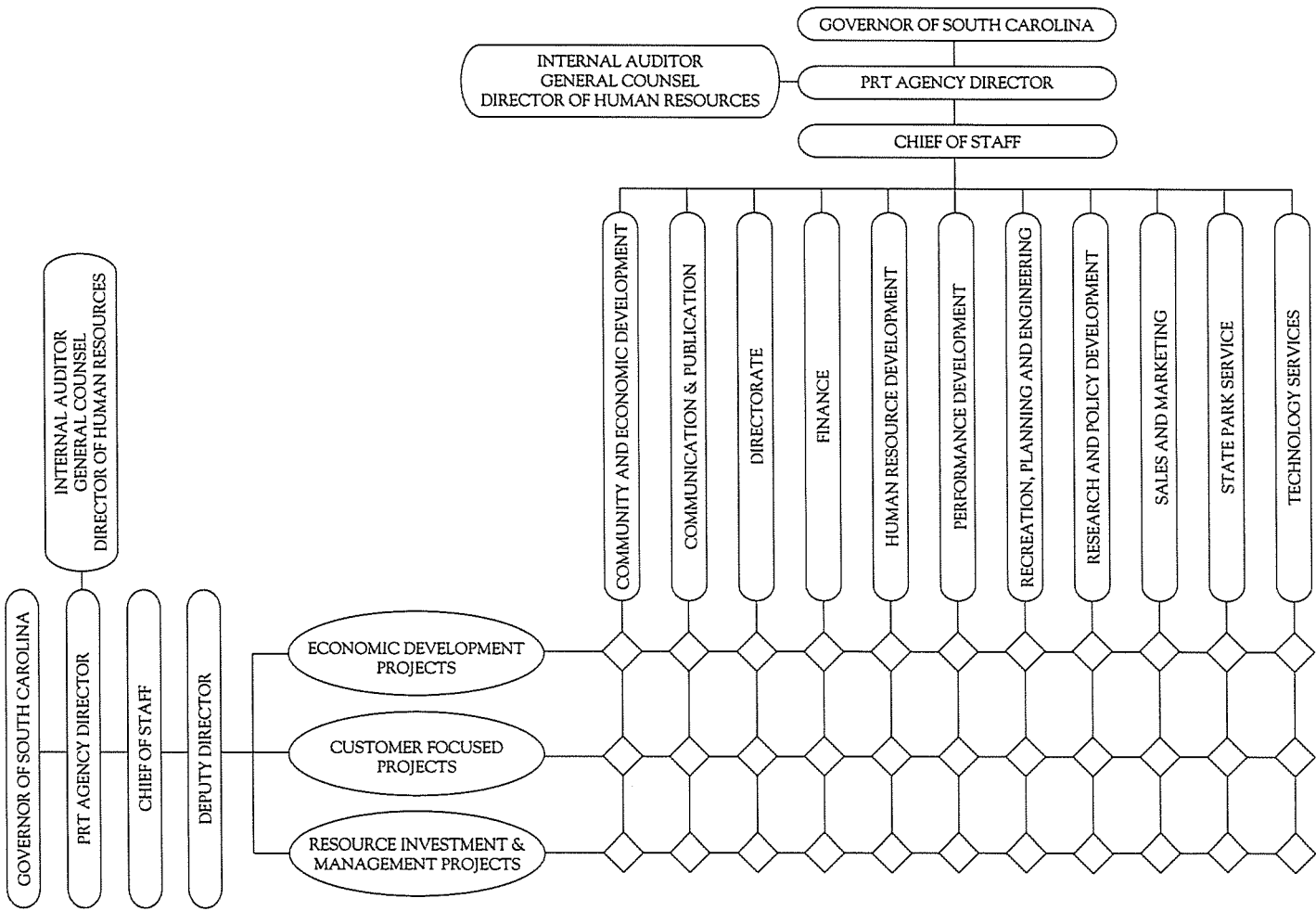
South Carolina Department of Parks, Recreation & Tourism

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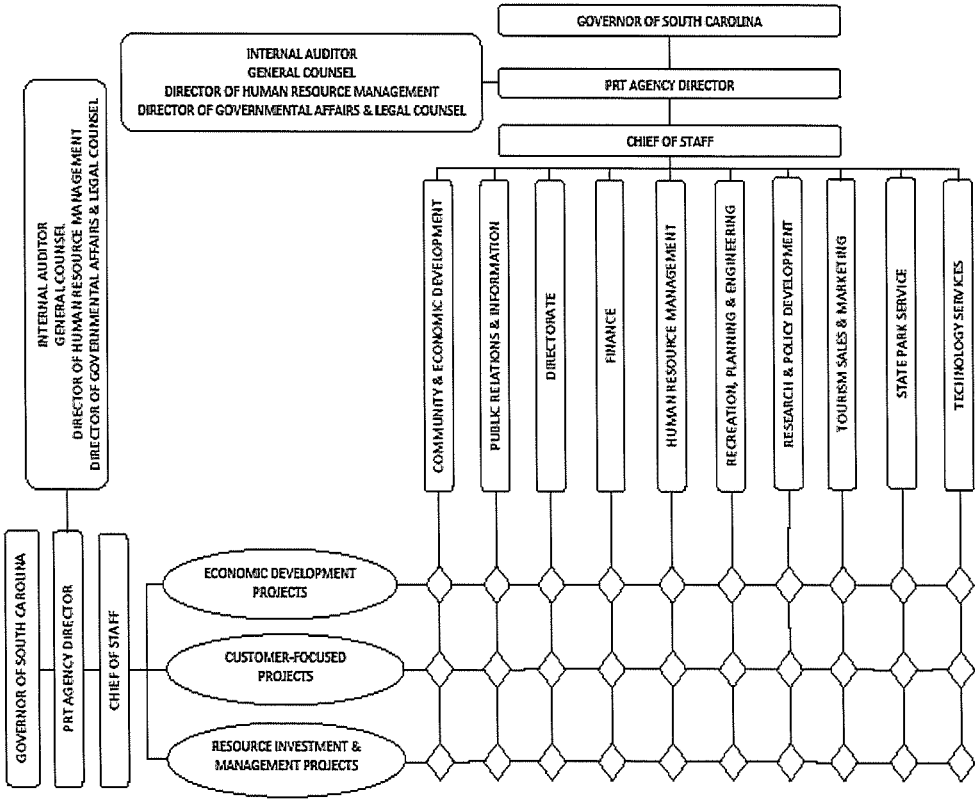


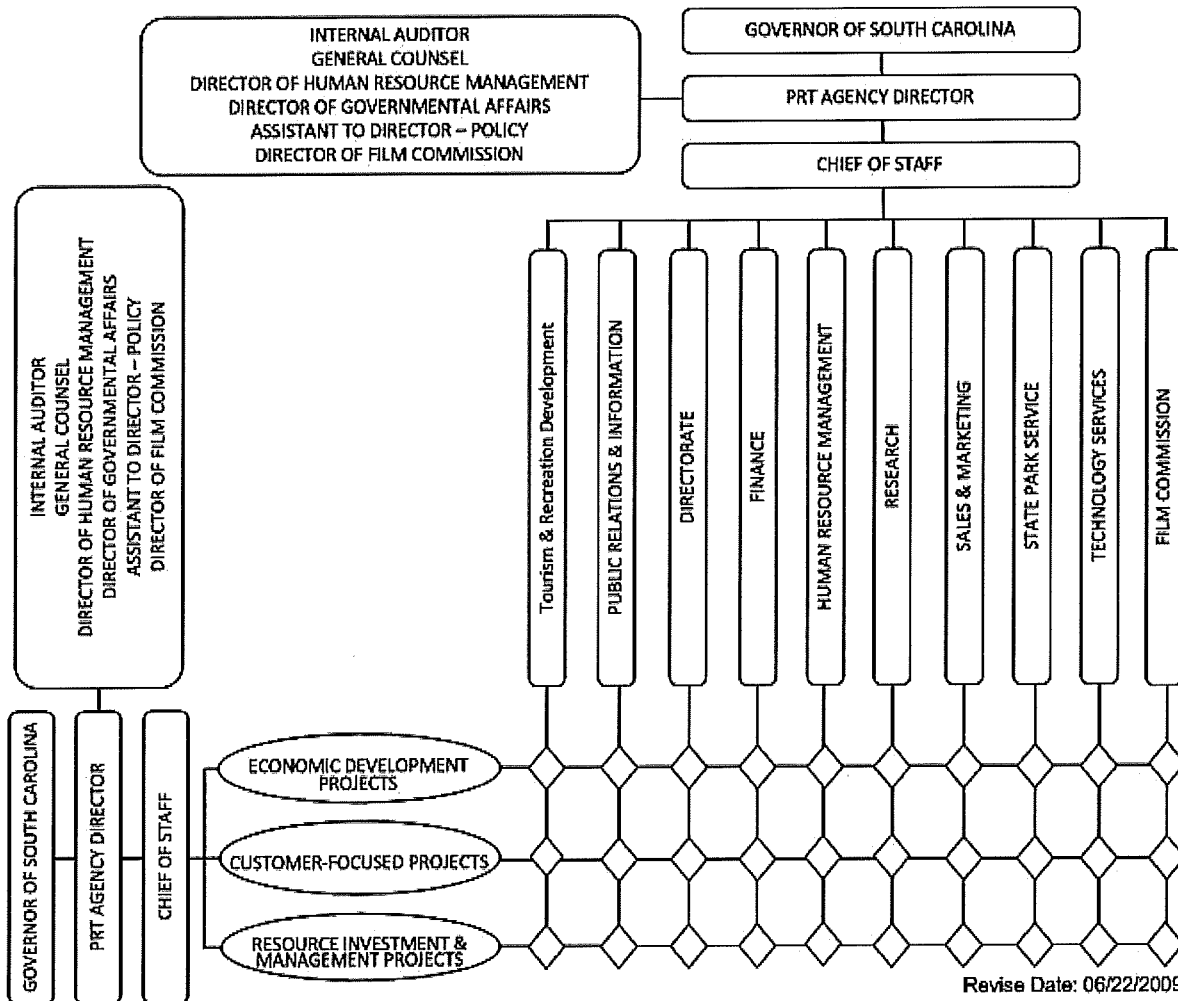
SOUTH CAROLINA DEPARTMENT OF PARKS, RECREATION & TOURISM

MATRIX ORGANIZATIONAL CHART 2003



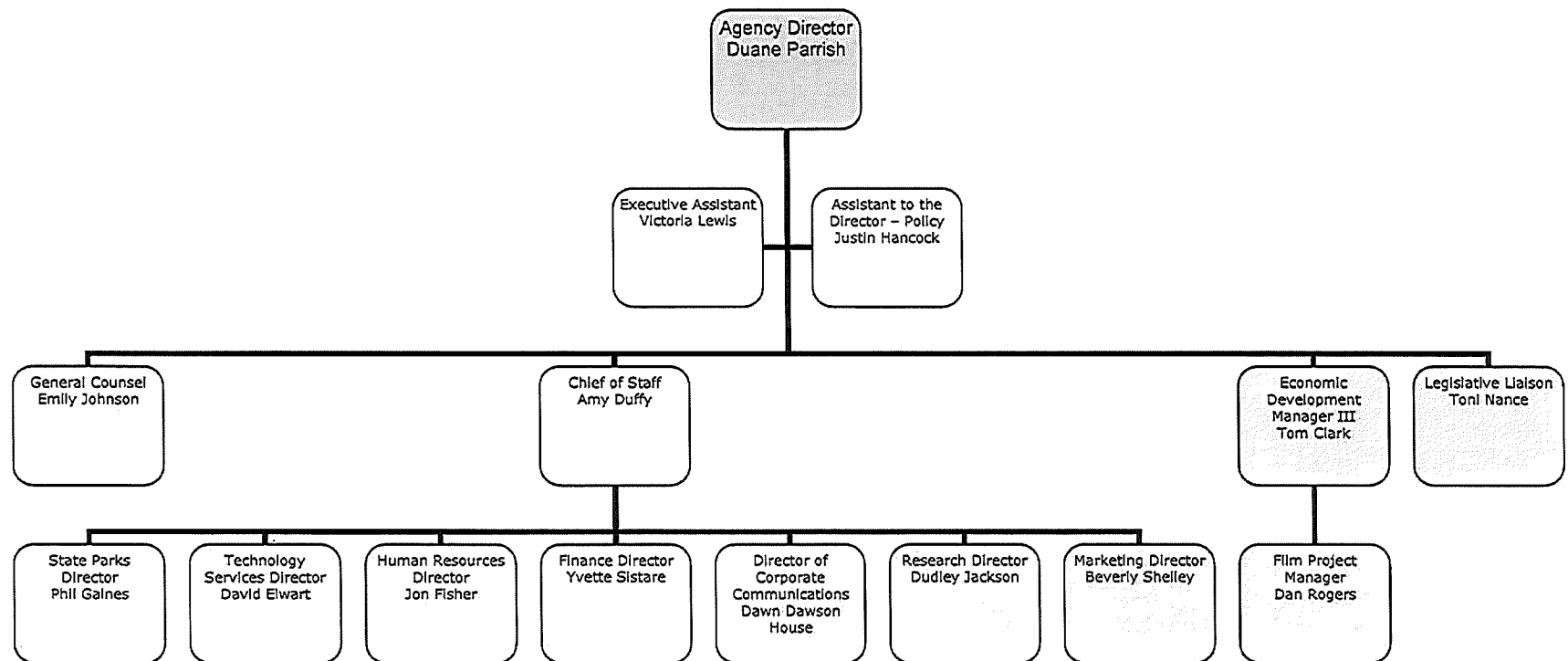
SOUTH CAROLINA DEPARTMENT OF PARKS, RECREATION & TOURISM
MATRIX ORGANIZATIONAL CHART 2007





South Carolina Department of Parks, Recreation & Tourism Agency Organizational Chart

2017



Glossary of Terms

Tourism Marketing Abbreviations & Terms

Undiscovered SC – comprised of destinations – both coastal and inland – that lack the individual resources to create widespread exposure for their respective tourism attractions, events and amenities. The Undiscovered SC marketing campaign is designed to target those destinations that will most directly benefit from awareness generated through SCPRT's marketing program.

Ad Awareness – the percentage of target customers or accounts who demonstrate awareness (aided or unaided) of a brand's advertising

Travel South USA - Travel South USA is the official regional destination marketing organization for the southern United States. The non-profit organization promotes travel to and within its member states of Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, Missouri, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

Brand USA – Established by the Travel Promotion Act of 2009, Brand USA is the first national public-private partnership to spearhead a globally coordinated marketing effort to promote the United States as a premier travel destination

BFG Marketing – SCPRT's Ad Agency of Record

SMARI – SCPRT's Research Agency of Record

WC – Welcome Center

State Parks Abbreviations & Terms

Comfort Stations – public restrooms at SC State Parks

RCW – Red Cockaded Woodpeckers

APP – Annual Park Plan

TNC – The Nature Conservancy

NASPD – National Association of State Park Directors

SCPRT Grant Program Abbreviations

PARD – Parks and Recreation Development fund

RTP – Recreational Trails Program

LWCF – Land & Water Conservation Fund

TAG – Tourism Advertising Grant

DSM – Destination Specific Marketing Fund

STAR – Sports Tourism Advertising & Recruitment grant

Tourism Industry Abbreviations & Terms

Hotel Occupancy - the ratio of rented or used space compared to the total amount of available space.

Hotel RevPAR (Revenue Per Available Room) – a performance metric in the hotel industry that is calculated by dividing a hotel's total guestroom revenue by the room count and the number of days in the period being measured.

CVB – Convention & Visitors Bureau

DMO – Destination Marketing Organization

SCATR – South Carolina Association of Tourism Regions

TERC – Tourism Expenditure Review Committee