

Executive Subcommittee Meeting
Thursday, September 27, 2018

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AGENDA

South Carolina
House of Representatives



Legislative Oversight Committee

EXECUTIVE SUBCOMMITTEE

Chairman Gary E. Clary

The Honorable Laurie Slade Funderburk

The Honorable Wm. Weston J. Newton

The Honorable Robert Q. Williams

Thursday, September 27, 2018

10:00 am

Room 321, Blatt Building

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

AGENDA

- I. Approval of Meeting Minutes**
- II. Discussion of the study of the Department of Parks, Recreation, and Tourism**
- III. Adjournment**

MEETING MINUTES

Chair Wm. Weston J. Newton

First Vice-Chair:
Laurie Slade Funderburk

Legislative Oversight Committee



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Neal A. Collins
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Executive Subcommittee
Wednesday, September 5, 2018
11:00 a.m.
Blatt Room 321

Archived Video Available

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

Attendance

- I. Subcommittee Chairman Gary E. Clary calls the Executive Subcommittee meeting to order on Wednesday, September 5, 2018, in Room 321 of the Blatt Building. The following members of the Subcommittee are present during all or part of the meeting: Subcommittee Chairman Clary, Representative Laurie Slade Funderburk, Representative Wm. Weston J. Newton, and Representative Robert Q. Williams.

Minutes

- I. House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings. It is the practice of the Legislative Oversight Committee to provide minutes for its subcommittee meetings.
- II. Representative Williams moves to approve the minutes from the prior Subcommittee meeting. A roll call vote is held, and the motion passes.

Rep. Williams moves to approve the minutes from the Subcommittee's August 6, 2018, meeting:	Yea	Nay	Not Voting (Present)
Rep. Clary	✓		
Rep. Funderburk	✓		
Rep. Newton			✓ (abstains because not present during August 6, 2018 meeting)
Rep. Williams	✓		

Discussion of the Department of Parks, Recreation, and Tourism

- I. Subcommittee Chairman Clary explains the purpose of today's meeting is for the Department of Parks, Recreation, and Tourism (SCPRT) to present details about the following organizational units: (a) tourism, sales, and marketing; (b) welcome center facilities management; and (c) research.
- II. Subcommittee Chairman Clary explains that all testimony given to this subcommittee, which is an investigating committee, must be under oath. Subcommittee Chairman Clary swears in the following agency personnel:
 - a. Ms. Beverly Shelley, Director of Tourism Sales and Marketing;
 - b. Ms. Dolly Chewning, Assistant Director of Tourism Sales and Marketing;
 - c. Ms. Tammy Strawbridge, Advertising Manager;
 - d. Ms. Gwen Davenport, Manager of State Parks Marketing;
 - e. Ms. Devon Harris, Manager of Visitor Services;
 - f. Mr. Dudley Jackson, Director of Research; and
 - g. Ms. Suzette Johnson, Capital Improvements Manager, Department of Transportation.
- III. Ms. Shelley presents details about the agency's tourism, sales, and marketing division. Members ask questions, which Ms. Shelley and other applicable agency personnel answer.

- IV. Ms. Harris presents details about the agency's welcome center facilities management organizational unit. Members ask questions, which Ms. Harris and Ms. Johnson answer.
- V. Mr. Dudley presents details about the agency's research organizational unit. Members ask questions, which Mr. Dudley and other applicable agency personnel answer.
- VI. Subcommittee members make various motions during the meeting, which are listed below. A roll call vote is held for these motions, and, among the members present, the motions pass unanimously.

Rep. William's motion that the Subcommittee Study include a recommendation, as requested by the agency, that the General Assembly repeal S.C. Code Section 51-7-20 and revise S.C. Code Section 51-7-30 to remove the reference to the residential areas of Hunting Island.	Yea	Nay	Not Voting (Absent)
Rep. Clary	✓		
Rep. Funderburk	✓		
Rep. Newton	✓		
Rep. Williams	✓		

Rep. William's motion that the Subcommittee Study include a recommendation, as requested by the agency, that the General Assembly, (1) revise S.C. Code Section 51-3-10 to strike through language prohibiting swimming and rental or use of cabins at state parks; (2) repeal S.C. Code Sections 51-3-20 through 51-3-40 which relate to facilities and permitted activities in parks; and (3) revise S.C. Code Section 51-3-50, which relates to the power to open parks to normal public use, to reflect elimination of Sections 51-2-30 through 51-3-40, as these revisions are reflected in the agency's program evaluation report law recommendations.	Yea	Nay	Not Voting (Absent)
Rep. Clary	✓		
Rep. Funderburk	✓		
Rep. Newton	✓		
Rep. Williams	✓		

Rep. William's motion that in light of the tools available at SCPRT, SCDMV, and likely other agencies, the Subcommittee Study include a recommendation that the General Assembly consider requiring applicable personnel at all state agencies to participate in customer service training on an annual basis, and track customer service satisfaction and feedback.	Yea	Nay	Not Voting (Absent)
Rep. Clary	✓		
Rep. Funderburk	✓		
Rep. Newton	✓		
Rep. Williams	✓		

Rep. Newton's motion that the Subcommittee Study include a recommendation, as requested by the agency, that the General Assembly repeal S.C. Code of Laws Sections 53-3-90 and 53-3-100, which related to S.C. Family of the Year..	Yea	Nay	Not Voting (Absent)
Rep. Clary	✓		
Rep. Funderburk	✓		
Rep. Newton	✓		
Rep. Williams	✓		

Rep. William's motion that the Subcommittee Study include a recommendation that the General Assembly revise S.C. Code Section 1-30-80 as follows: (1) Eliminate section (A) and (B)(1) as the transfer of the S.C. Film Commission from the S.C. Department of Commerce to the S.C. Department of Parks, Recreation, and Tourism has already occurred and thus these provisions are no longer needed; and (2) Transfer section (B)(2), which discusses the responsibilities of the Film Commission, to an existing chapter, or a new chapter, in Title 51 of the S.C. Code so it is located with the other statutes relating to responsibilities of SCPRT; and (3) Modify section (B)(2), as requested by the agency in its law recommendation number seven, so the Film Commission's objectives align with its actual deliverables and public benefit. The only change to the agency's recommended language being the substitution of the term "South Carolina" for the term "ingenious" in subsection (B)(2)(b), as the agency agreed with during the Subcommittee meeting on August 6, 2018.	Yea	Nay	Not Voting (Absent)
Rep. Clary	✓		
Rep. Funderburk	✓		
Rep. Newton	✓		
Rep. Williams	✓		

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

STUDY TIMELINE

The House Legislative Oversight Committee's (Committee) process for studying the Department of Parks, Recreation, and Tourism (agency, Department, or SCPRT) includes actions by the full Committee; Executive Subcommittee (Subcommittee); the agency; and the public. Key dates and actions are listed below.

Legislative Oversight Committee Actions

- December 19, 2017 - Prioritizes the agency for study
- January 12, 2018 - Provides the agency notice about the oversight process
- January 23 - March 1, 2018 - Solicits input about the agency in the form of an online public survey
- March 1, 2018 - Holds **Meeting #1** to obtain public input about the agency

Executive Subcommittee Actions

- May 8, 2018 - Holds **Meeting #2** to discuss the agency's history; legal directives; mission; vision; general information about finances and employees; agency organization; and details about the state park service organizational unit
- July 9, 2018 - Holds **Meeting #3** to continue discussing the state park service organizational unit; and to discuss the communications organizational unit
- August 6, 2018 - Holds **Meeting #4** to discuss the film commission organizational unit
- September 5, 2018 - Holds **Meeting #5** to discuss the tourism, sales, and marketing organizational unit; welcome centers facility management; and research organizational unit
- September 27, 2018 - (TODAY) Holds **Meeting #6** to discuss the Office of Recreation, Grants, and Policy; administrative services; and executive office

Department of Parks, Recreation, and Tourism Actions

- February 27, 2015 - Submits its **Annual Restructuring and Seven-Year Plan Report**
- January 12, 2016 - Submits its **2016 Annual Restructuring Report**
- September 2016 - Submits its **2015-16 Accountability Report**
- September 2017 - Submits its **2016-17 Accountability Report**
- March 9, 2018 - Submits its **Program Evaluation Report**

Public's Actions

- January 23 - March 1, 2018 - Provides input about the agency via an **online public survey**
- Ongoing - Submits written comments on the Committee's webpage on the General Assembly's website (www.scstatehouse.gov)

Figure 1. Key dates in the study process, December 2017 to present.

AGENCY SNAPSHOT

Department of Parks, Recreation, and Tourism

Major Agency Organizational Units

Tourism Sales and Marketing

Implements agency policy and programs related to the development of S.C.'s domestic and international tourism marketing, sales, and grant programs. Provides details about attractions, accommodations and restaurants, plus contact information for S.C.'s tourism regions to group tour operators and consumers.

Welcome Centers – Facilities Maintenance

Performs facilities maintenance for the state's nine welcome centers (Welcome center customer service is under the tourism sales and marketing organizational unit).

Research

Tracks economic and other performance measures for both the state's tourism industry and other programs within the agency.

Office of Recreation, Grants, and Policy

Administers eight tourism or recreation grant programs and agency policy.

Executive Office

Manages the agency and performs duties related to director's office and human resources.

State Park Service

Manages and protects more than 80,000 acres of S.C.'s natural and cultural resources, which includes 47 operational parks and eight historic properties.

Communications

Communicates between the agency, news media, and key stakeholders and partners statewide.

Film Commission

Recruits film and television projects. Supports the development of the state's film industry through grant programs and educational workshops.

Administration

Manages finance and technology services for the agency.

FY 17-18 Resources

Employees

Available FTE: 400
Filled FTE: 400

Funding
\$172.5 million
appropriated and
authorized

CHALLENGES

As identified by the agency

- Addressing impacts to revenue and physical damages from recent hurricanes.
- Handling large-scale projects needed to address state parks deferred maintenance issues in light of the financial requirements of many of the projects outweigh the gains in revenue.
- Planning for the loss of over 20 employees as a result of the temporary employee retirement initiative (TERI) ending by the start of fiscal year 2018-19.

SUCCESSES

As identified by the agency

- Experiencing consecutive statewide tourism growth over the past five years.
- Increasing statewide marketing strategy (i.e., Undiscovered S.C. Marketing) to focus more attention on the state's developing and rural travel destinations.
- Implementing new business practices and enhancing state parks marketing to increase state parks revenue and improve operational self-sufficiency.
- Improving state welcome centers by addressing landscaping needs and identifying opportunities for technology enhancements inside the centers.

Figure 2. Snapshot of the agency's major organizational units, fiscal year 2017-18 resources (employees and funding), successes, and challenges.¹

MAP OF STATE PARKS

The map below shows the locations of the South Carolina State Parks as of April 2018. The parks are maintained by the South Carolina Department of Parks, Recreation, and Tourism. There are 47 parks. For additional details go to <https://southcarolinaparks.com/park-finder> and download the Quick Reference Guide at the bottom of the page.

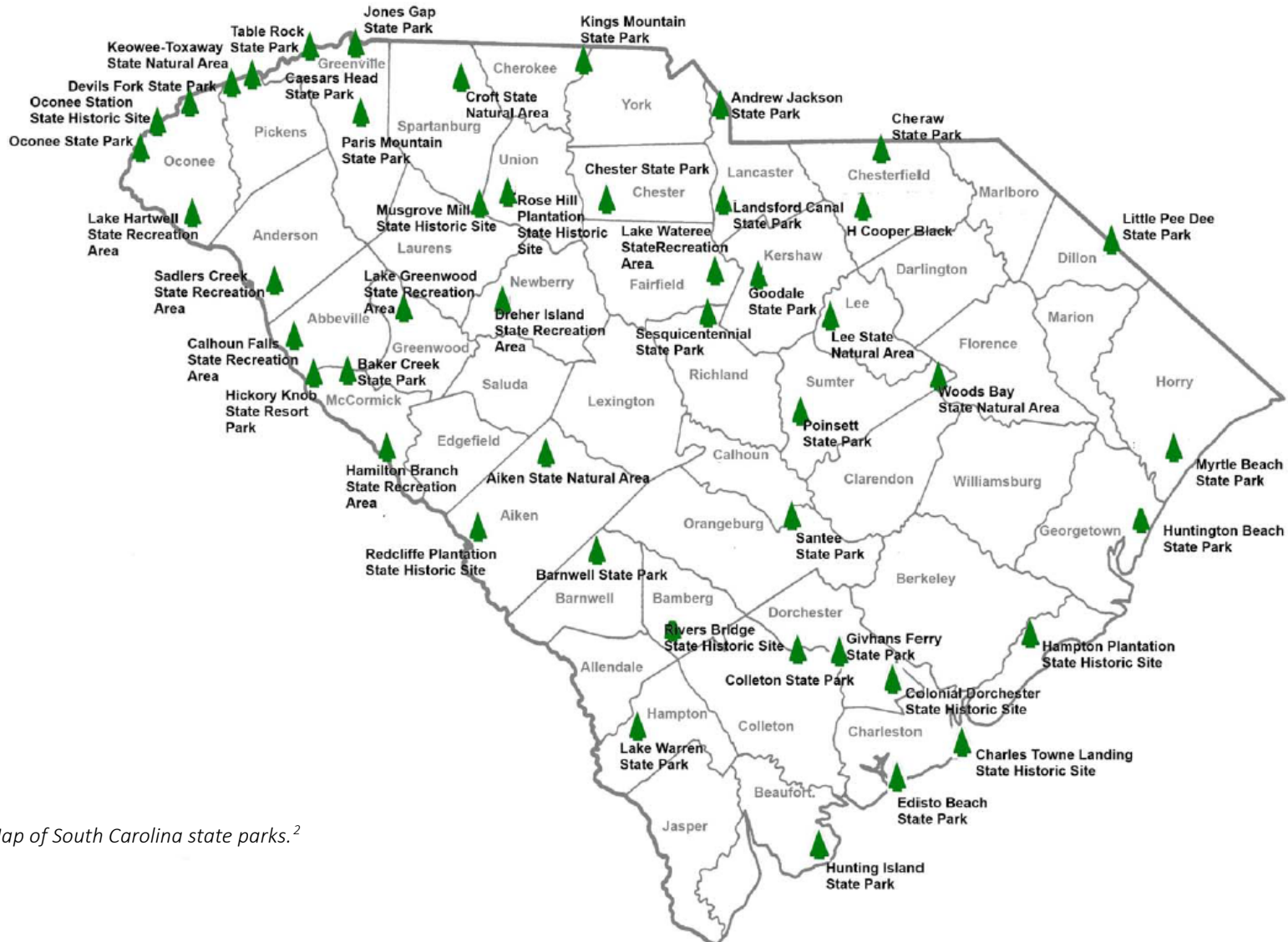


Figure 3. Map of South Carolina state parks.²

MAP OF WELCOME CENTERS

The map below shows the locations of the South Carolina Welcome Centers as of April 2018. The welcome centers are maintained by the South Carolina Department of Parks, Recreation, and Tourism. The nine welcome centers include:

	<u>Upstate</u>		<u>Midlands and Coast</u>
• Fair Play	I-85 North between SC and Georgia	• North Augusta	I-20 East between SC and Georgia
• Landrum^	I-26 East between SC and NC	• Santee	I-95 South near the center of SC
• Blacksburg	I-85 South between SC and NC	• Dillon	I-95 South between SC and NC
• Fort Mill*	I-77 South between SC and NC	• Little River	US Hwy 17 South between SC and NC
		• Hardeeville*	I-95 North between SC and Georgia

*Complete renovation to center's exterior and interior, including technology enhancements for travel assistance, as of 2017.

^Renovation to center's interior, including technology enhancements for travel assistance, only.

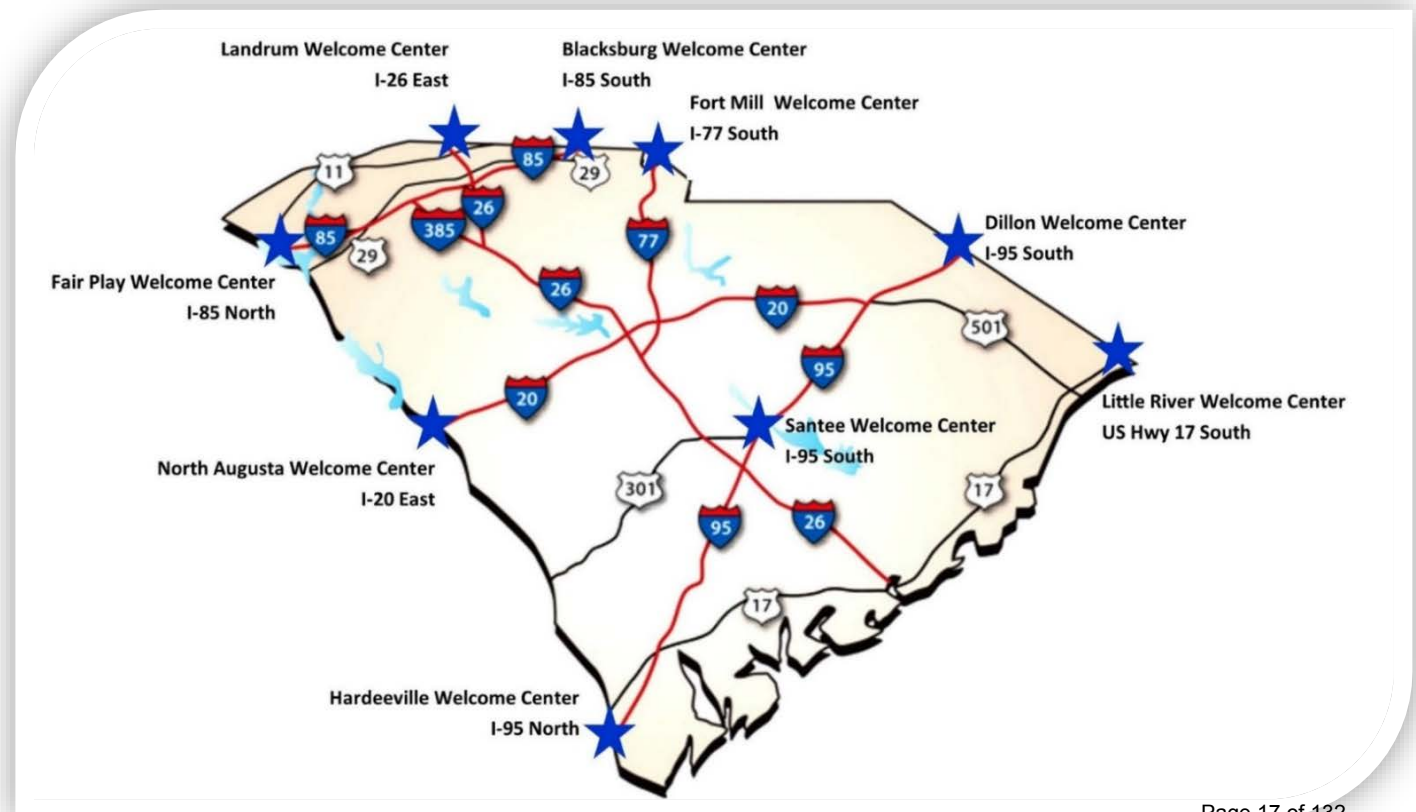


Figure 4. Map of S.C. welcome centers.³

OVERVIEW OF AGENCY - RECAP

Legal Directives

The General Assembly created SCPRT.⁴ While the agency is authorized to make and adopt regulations, none may affect hunting and fishing except as provided in S.C. Code Ann. Section 51-3-145 (certain acts unlawful at state parks). Table 1 summarizes the general duties and responsibilities the General Assembly set for SCPRT.

Table 1. Legal duties and responsibilities of SCPRT.

Legal Duties and Responsibilities of SCPRT <i>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:</i>	
<u>Subject Matter</u>	<u>Duty</u>
S.C.'s tourist attractions	<ul style="list-style-type: none"> Promote, publicize, and advertise⁵
Recreational areas, including existing state park system	<ul style="list-style-type: none"> Develop and expand new and existing ones to promote the general health and welfare of the people of S.C.⁶ Allocate funds made available to it for development and improvement of park properties in the state system and historic sites approved by the agency director and director of the South Carolina Archives and History Commission⁷
Lands under agency's control	<ul style="list-style-type: none"> Borrow money for construction, development, and/or maintenance of it⁸ Enter contracts with the U.S. government for any purpose which will assist the agency in utilizing it⁹ Lease or convey portions of it to municipalities and other political subdivisions charged with the responsibility of providing parks and recreation facilities¹⁰
Lands not under agency's control	<ul style="list-style-type: none"> Borrow money to acquire it¹¹ Enter contracts with the U.S. government to acquire it¹²
Natural facilities such as mountains and coastal plains of S.C. (both those owned and not owned by the agency)	<ul style="list-style-type: none"> Develop a coordinated plan to... <ul style="list-style-type: none"> attract 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 sightseeing¹³ preserve and perpetuate S.C.'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 S.C.¹⁴
Timber and game	<ul style="list-style-type: none"> Manage timber and game with the available services of other agencies, provided, that the State Forestry Commission shall continue the forestry program authorized under the provisions of Section 48-23-270.¹⁵
Current and potential future resources	<ul style="list-style-type: none"> Study and provide report <ul style="list-style-type: none"> 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.¹⁶

Mission and Vision

The agency provides S.C. Code Ann. 51-1-60, as the basis for its mission and vision.

SCPRT's **mission** is to “grow 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.”¹⁷

SCPRT's **vision** is to

- 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.); and
- Lead the way.¹⁸

Organizational Chart

Figure 4 includes an organizational chart, current as of March, 2018.

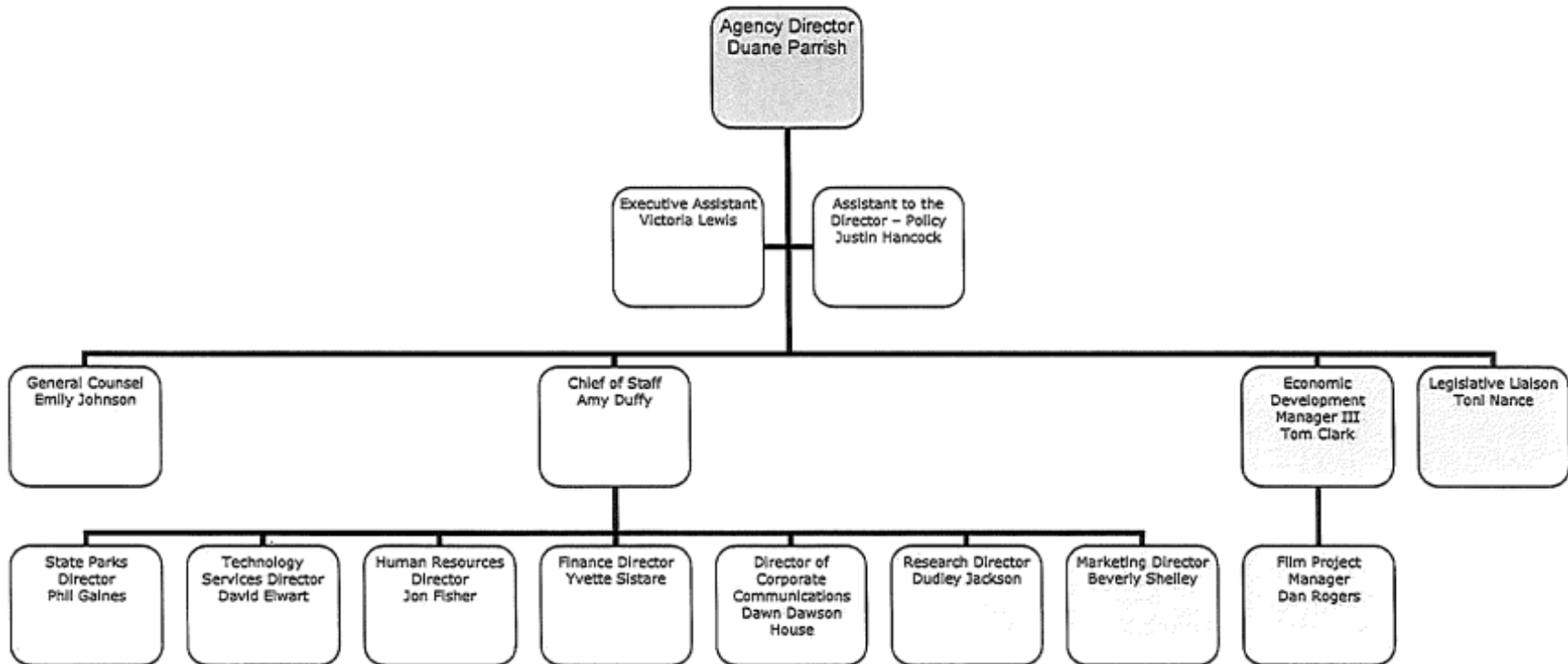


Figure 5. SCPRT Organizational chart as of March 2018.¹⁹ The State Parks Director has announced retirement in 2018 and the Director of Corporate Communications has announced retirement in 2019.

OFFICE OF RECREATION, GRANTS, AND POLICY

Overview of the Office of Recreation, Grants, and Policy

The office of recreation, grants, and policy administers eight tourism or recreation grant programs and agency policy.

Employee Information related to the Office of Recreation, Grants, and Policy

In the Program Evaluation Report, the Committee asks the agency to provide information about the employees in each of the agency's organizational units. Table 2 includes the information provided by the agency.

Table 2. Office of recreation, grants, and policy's employee information.

<u>Details</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
What is the turnover rate?	0.00%	0.00%	33.33%
Is employee satisfaction evaluated?	×	×	×
Is anonymous employee feedback allowed?	×	×	×
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	×	×	×
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	N/A	N/A	N/A

Revenue and Funding Sources of the Office of Recreation, Grants, and Policy

Generated by the Office of Recreation, Grants, and Policy Unit

In the Program Evaluation Report, the Committee asks the agency to provide information about its revenue sources. The office of recreation, grants, and policy did not generate any revenue during fiscal years 2015-16 or 2016-17.

Utilized by the Office of Recreation, Grants, and Policy Unit

Table 3 includes information on funding sources utilized by the office of recreation, grants, and policy.

Table 3. Agency funding sources utilized by the office of recreation, grants, and policy to achieve the agency's comprehensive strategic plan in FY 2016-17 and 2017-18.²⁰

Revenue Sources utilized	Recurring or one-time?	State, Federal, or Other?	Spent to achieve plan in 2016-17	Percent of total agency spent	Budgeted to achieve plan in 2017-18	Percent of total agency spent
General Fund*	Recurring	State	\$425,577	0.32%	\$2,074,423	1.47%
General Fund - Non Recurring Direct Agency^	One-Time	State	\$13,665,908	10.16%	\$22,036,089	15.66%
General Fund - S.C. Assoc. of Tourism Regions & Destination Specific Marketing Fund*	Recurring	State	\$16,475,000	12.25%	16,475,000	11.71%
SCPRT Development Fund*	Recurring	Other	\$54,858	0.04%	\$0	0.00%
Federal Awards*	Recurring	Federal	\$1,165,905	0.87%	\$1,175,000	0.84%
Total utilized by the Office of Recreation, Grants, and Policy^:			\$31,787,249	23.63%	\$41,760,512	29.69%

Table Note: The asterisk () indicates source for which the total was spent by the office of recreation, grants, and policy as well as the administrative services unit. The ^ indicates source for which the total was spent on office of recreation, grants, and policy; administrative services unit; and the executive office.*

Strategic Plan and Resource Allocation related to the Office of Recreation, Grants, and Policy

In the Program Evaluation Report (PER), the **Committee asks an agency the intended public benefit of each aspect of its strategic plan and how it allocates its human and financial resources to accomplish its goals** (i.e., broad expression of a long-term priority) **and objectives** (i.e., specific, measurable and achievable description of an effort the agency is implementing to achieve a goal).²¹ The Committee also asks the agency to list any funds the agency spent or transferred not toward the agency's comprehensive strategic plan. All revenue sources associated with the office of recreation, grants, and policy organizational unit were spent toward the agency's comprehensive strategic plan.

Tables 4.1 - 4.7 provide information on the amount of funding and number of employees utilized to accomplish the portions of the strategic plan associated with office of recreation, grants, and policy.

Table 4.1. Part of agency's strategic plan related to the office of recreation, grants, and policy, Objective 2.3.1: Coordinate and administer the recreational trails program grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.1 Coordinate and administer the recreational trails program grants*

*Objective is associated with the office of recreation, grants, and policy and with administrative services.

Responsible Employee(s): Mr. Neil Hamilton (responsible for less than one year)

Employee have input in budget? No, Mr. Hamilton does not have input into the budget for Objective 2.3.1

External Partner(s): Federal government

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	1	\$595,303	0.30%
2017-18	1	\$1,023,008	0.52%

Intended Public Benefit/Outcome

Encourage outdoor recreation to encourage healthy activities and improve the quality of life

Table 4.2. Part of agency's strategic plan related to the office of recreation, grants, and policy, Objective 2.3.2: Coordinate and administer the parks and recreation development funds grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.2 Coordinate and administer the parks and recreation development funds grants*

*Objective is associated with the office of recreation, grants, and policy and with administrative services.

Responsible Employee(s): Ms. Alesha Cushman (responsible for 15 years)

Employee have input in budget? No, Ms. Cushman does not have input into the budget for Objective 2.3.2

External Partner(s): Local governments

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	1	\$1,023,008	0.52%
2017-18	1	\$3,977,135	2.31%

Intended Public Benefit/Outcome

Encourage outdoor recreation to encourage healthy activities and improve the quality of life

Table 4.3. Part of agency's strategic plan related to the office of recreation, grants, and policy, Objective 2.3.3: Coordinate and administer land and water conservation fund grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.3 Coordinate and administer land and water conservation fund grants*

*Objective is associated with the office of recreation, grants, and policy and with administrative services.

Responsible Employee(s): Ms. Amy Blinson (responsible for over eight years)

Employee have input in budget? No, Ms. Blinson does not have input into the budget for Objective 2.3.3

External Partner(s): Federal government

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	0.5	\$570,602	0.29%
2017-18	0.5	\$600,000	0.35%

Intended Public Benefit/Outcome

Encourage outdoor recreation to encourage healthy activities and improve the quality of life

Table 4.4. Part of agency's strategic plan related to the office of recreation, grants, and policy, Objective 2.3.5: Coordinate and administer undiscovered S.C. enhancement grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.5 Coordinate and administer undiscovered S.C. enhancement grants*

*Objective is associated with the office of recreation, grants, and policy and with administrative services.

Responsible Employee(s): Ms. Amy Blinson (responsible for over three years)

Employee have input in budget? Yes, Ms. Blinson had input into the budget for Objective 2.3.5

External Partner(s): None

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	0.25	\$365,331	0.19%
2017-18	0.25	\$384,669	0.22%

Intended Public Benefit/Outcome

Provide assistance to rural destinations to encourage greater tourism product development

Table 4.5. Part of agency's strategic plan related to the office of recreation, grants, and policy, Objective 2.3.6: Coordinate and administer sports tourism advertising & recruitment grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.6 Coordinate and administer sports tourism advertising & recruitment grants*

*Objective is associated with the office of recreation, grants, and policy and with administrative services.

Responsible Employee(s): Ms. Amy Blinson (responsible for over two years)

Employee have input in budget? Yes, Ms. Blinson had input into the budget for Objective 2.3.6

External Partner(s): None

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	0.25	\$287,381	0.15%
2017-18	0.25	\$712,619	0.41%

Intended Public Benefit/Outcome

**Provide assistance to local destinations to recruit major sports tourism events
to the state in order to increase visitation and visitor spending**

Table 4.6. Part of agency's strategic plan related to the office of recreation, grants, and policy, Objective 2.3.7: Coordinate and administer beach renourishment grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.7 Coordinate and administer beach renourishment grants

*Objective is associated with the office of recreation, grants, and policy and with the executive office.

Responsible Employee(s): Mr. Justin Hancock (responsible for less than two years)

Employee have input in budget? Yes, Mr. Hancock has input into the budget for Objective 2.3.7

External Partner(s): State government

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	0.5	\$12,470,624	6.36%
2017-18	0.5	\$19,036,089	11.04%

Intended Public Benefit/Outcome

**Provide assistance to local governments for beach renourishment/restoration
in order to ensure the integrity of S.C.'s public beaches for public use and safety**

Table 4.7. Part of agency's strategic plan related to the office of recreation, grants, and policy, Objective 2.3.9: Administer recurring funds for destination specific marketing grants and regional tourism promotion.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.9 Administer recurring funds for destination specific marketing grants and regional tourism promotion*

*Objective is associated with the office of recreation, grants, and policy and with administrative services.

Responsible Employee(s): Ms. Yvette Sistare (responsible for over 18 years)

Employee have input in budget? No, Ms. Sistare does not have input into the budget for Objective 2.3.9

External Partner(s): None

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	0.25	\$16,475,000	8.41%
2017-18	0.25	\$16,475,000	9.55%

Intended Public Benefit/Outcome

Encourage increased visitation and visitor spending in S.C.'s regions and major travel destinations

Products, Services, Customers and Performance of the Office of Recreation, Grants, and Policy

In the Program Evaluation Report (PER), the Committee asks an agency **to provide a list of its deliverables** (i.e., products and services) as well as additional information related to laws, customers, costs, and potential negatives impacts. The information provided by the agency, applicable to this organizational unit, is provided on the next pages.

Additionally the PER asks the agency to provide its performance measures. The agency was asked to categorize each measure based on the definitions below.²² After each product or service, is a chart with information on the measures, if any, the agency uses to gauge its performance in providing the product or service.²³

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.

Table 5 includes an overview of the deliverables provided by the Office of Recreation, Grants, and Policy and Tables 6.1 - 13.2 include additional information about each of the deliverables. If the details of a deliverable were previously provided during the agency's presentation of one of its other organizational units, the details are not repeated in this packet.

Table 5. List of the office of recreation, grants, and policy's deliverables.

Item # ¹	Deliverable	Does law require, allow, or not address it?
1	Allocate funding to local governments and state agencies for beach renourishment activities*	Required by Proviso 118.16(B)(39.1) (Statewide Revenue) 2016-17 General Appropriations Act, Part 1B; Proviso 118.14(B)(2.1) (Statewide Revenue) 2017-18 General Appropriations Act, Part 1B;
17	Create and administer the Sports Tourism Advertising and Recruitment Grants program**	Not specifically mentioned in law, but provided to achieve the requirements of S.C. Code Ann. Section 51-1-310. Purpose and General Duties (of the Division of Community Development)
18	Create and administer the Undiscovered SC Tourism Product Grants program**	Not specifically mentioned in law, but provided to achieve the requirements of S.C. Code Ann. Section 51-1-310. Purpose and General Duties (of the Division of Community Development)
19	Distribute Parks and Recreation Development Fund (PARD) proceeds**	Required by S.C. Code Ann. Section 51-23-20. Allocation of proceeds of Parks and Recreation Fund; and S.C. Code of Reg. Chapter 133, Sections 100 and 101

¹ Item numbers are the ones utilized in agency's program evaluation report.

Item # ¹	Deliverable	Does law require, allow, or not address it?
20	Administer the federal Recreational Trails Program (RTP) grant program**	Required by 23 U.S.C. Section 120. Intermodal Surface Transportation Efficiency Act
21	Administer the federal Land and Water Conservation Fund (LWCF) grant program**	Required by 23 U.S.C. Section 460. Land and Water Conservation Provisions
24	Create and file a Statewide Comprehensive Outdoor Recreation Plan (SCORP) with the Secretary of State	Required by S.C. Code Ann. Section 51-11-40. South Carolina Outdoor Recreation Plan of 1970
28	Administer the Destination Specific Tourism Marketing grant program**	Required by Proviso 49.2 (Statewide Revenue) 2016-17 and 2017-18 S.C. General Appropriations Act, Part 1B

Table Note: One asterisk (*) indicates the deliverable is associated with the office of recreation, grants, and policy as well as the executive office. Two asterisks (**) indicate the deliverable is associated with the office of recreation, grants, and policy as well as the administrative services unit.

Tables 6.1 - 13.2 include additional information about each of the deliverables. In some of the performance measures associated with the deliverables, an "n/a" may appear for target values. The agency states in the PER that the target values are listed as "n/a" for all input/activity measures 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. The agency states it 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. According to the agency, while these collections may be indicative of tourism business trends, they are also influenced by other extenuating factors, such as late tax payments or lump sum payments.

Table 6.1. Additional details about Deliverable #1: Allocate funding to local governments and state agencies for beach renourishment activities.

Deliverable #1²⁴

Deliverable: Allocate funding to local governments and state agencies for beach renourishment activities

Note: Deliverable is also associated with the executive office organizational unit.

Components: (1) Review applications; and (2) determine how projects will be prioritized.

Greatest harm if not provided: S.C.'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.

How General Assembly can help avoid harm, other than money: Provide funding through S.C. Department of Health and Environmental Control's Office of Coastal Resource Management's Beach Trust Fund.

Other agencies whose mission the deliverable may fit within: S.C. Department of Health & Environmental Control

Non-renewal of a proviso would be required to curtail or eliminate the deliverable.

Deliverable is required by Proviso 118.16(B)(39.1) (Statewide Revenue) 2016-17 S.C. General Appropriations Act, Part 1B and Proviso 118.14(B)(2.1) (Statewide Revenue) 2017-18 S.C. General Appropriations Act, Part 1B.

Table 6.2. Data tracked and performance measure associated with Deliverable #1: Allocate funding to local governments and state agencies for beach renourishment activities.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	Yes
Does agency know the annual number of...	
potential customers?	Yes
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	Yes
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked								
Performance Measure	Type of Measure		<u>2012-13</u> (June - July)	<u>2013-14</u> (June - July)	<u>2014-15</u> (June - July)	<u>2015-16</u> (June - July)	<u>2016-17</u> (June - July)	<u>2017-18</u> (June - July)
Beach Renourishment Grants Awarded, Number of* <u>Required by:</u> State government	Outcome	<u>Target:</u>	n/a ²⁵	n/a	n/a	n/a	n/a	n/a
		<u>Actual:</u>	These grants did not exist during this year	These grants did not exist during this year	These grants did not exist during this year	These grants did not exist during this year	4	<u>Trend Line</u> Not possible to create with only one data point

*Table Note: The agency indicates the Beach Renourishment Grant Program began in FY 16-17.

Table 7.1. Additional details about Deliverable #17: Create and administer the Sports Tourism Advertising and Recruitment Grants program.

Deliverable #17²⁶

Deliverable: Create and administer the Sports Tourism Advertising and Recruitment Grants program

Note: Deliverable is also associated with the administrative services organizational unit.

Components: Administer the program, whose purpose is to provide financial assistance to nonprofit tourism or sports-related organizations, applying through their respective local government, for the recruitment of new sporting events in S.C. that will generate a significant additional economic impact to local communities through participant and visitor spending and also enhance the quality of life for S.C. residents, by (1) developing criteria for the grant, (2) advertise the availability of the grants, (3) review applications to determine which projects receive grant awards, (4) issue funding; and (5) monitor project progress to ensure it remains in compliance with the grant.

Greatest harm if not provided: S.C. destinations competing to recruit major sports tourism events would lose a potential funding stream, which may limit their ability to successfully recruit these events.

How General Assembly can help avoid harm, other than money: Allow destinations the opportunity to use state or local accommodations tax collections for the specific purpose of sports event recruitment.

Other agencies whose mission the deliverable may fit within: None

No change in law would be required to curtail or eliminate the deliverable.
 Deliverable is not specifically mentioned in law, but provided to achieve the requirements of
 S.C. Code Ann. Section 51-1-310. Purpose and General Duties (of the Division of Community Development)

Table 7.2. Data tracked and performance measure associated with Deliverable #17: Create and administer the Sports Tourism Advertising and Recruitment Grants program.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	Yes
Does agency know the annual number of...	
potential customers?	Yes
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	Yes
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked								
Performance Measure	Type of Measure		<u>2012-13</u> (June - July)	<u>2013-14</u> (June - July)	<u>2014-15</u> (June - July)	<u>2015-16</u> (June - July)	<u>2016-17</u> (June - July)	<u>2017-18</u> (June - July)
Sports Tourism Advertising and Recruitment Grants Awarded, Number of*	Output	<u>Target:</u>	n/a ²⁷	n/a	n/a	n/a	n/a	n/a
		<u>Actual:</u>	These grants did not exist during this year	These grants did not exist during this year	These grants did not exist during this year	8	5	<u>Trend Line</u> Not possible to create with only two data points

*Table Note: The agency indicates the Sports Tourism Advertising and Recruitment Grant Program began in FY 15-16.

Table 8.1. Additional details about Deliverable #18: Create and administer the Undiscovered S.C. Tourism Product Grants program.

Deliverable #18²⁸

Deliverable: Create and administer the Undiscovered S.C. Tourism Product Grants program

Note: Deliverable is also associated with the administrative services organizational unit.

Components: Administer the program, whose purpose is to assist communities and nonprofit organizations with the development of publicly owned tourism products and attractions that will encourage visitation to S.C., by (1) developing criteria for the grant, (2) advertise the availability of the grants, (3) review applications to determine which projects receive grant awards, (4) issue funding; and (5) monitor project progress to ensure it remains in compliance with the grant.

Greatest harm if not provided: Rural tourism product development projects would be delayed until sufficient local funding became available or abandoned altogether.

How General Assembly can help avoid harm, other than money: Broaden rural community grant funds appropriated through the S.C. Department of Commerce to include more rural tourism-related projects.


Other agencies whose mission the deliverable may fit within: None

No change in law would be required to curtail or eliminate the deliverable.
Deliverable is not specifically mentioned in law, but provided to achieve the requirements of
S.C. Code Ann. Section 51-1-310. Purpose and General Duties (of the Division of Community Development)

Table 8.2. Data tracked and performance measure associated with Deliverable #18: Create and administer the Undiscovered S.C. Tourism Product Grants program.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	Yes
Does agency know the annual number of...	
potential customers?	Yes
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	Yes
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked								
Performance Measure	Type of Measure		<u>2012-13</u> (June - July)	<u>2013-14</u> (June - July)	<u>2014-15</u> (June - July)	<u>2015-16</u> (June - July)	<u>2016-17</u> (June - July)	<u>2017-18</u> (June - July)
Undiscovered S.C. Grants Awarded, Number of* <u>Required by:</u> Agency selected (not required by state or federal government)	Output	<u>Target:</u>	n/a ²⁹	n/a	n/a	n/a	n/a	n/a
		<u>Actual:</u>	These grants did not exist during this year	These grants did not exist during this year	2	3	2	<u>Trend Line</u> 

*Table Note: The agency indicates the Undiscovered S.C. Grant Program began in FY 14-15.

Table 9.1. Additional details about Deliverable #19: Distribute Parks and Recreation Development Fund proceeds.

Deliverable #19³⁰

Deliverable: Distribute Parks and Recreation Development Fund proceeds

Note: Deliverable is also associated with the administrative services organizational unit.

Components: Distribute the proceeds, which are intended to assist with permanent improvements of park and recreation facilities which will be open to the general public, to the account of each county area and the account of SCPRT.

Greatest harm if not provided: Local governments would not have sufficient funds to develop new public recreation facilities or upgrade existing facilities.

How General Assembly can help avoid harm, other than money: Allocate a certain portion of admissions tax collections to local governments for the specific purpose of local parks and recreation development.

Other agencies whose mission the deliverable may fit within: None

Change in law would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 51-23-20. Allocation of proceeds of Parks and Recreation Fund; and S.C. Code of Reg. Chapter 133, Sections 100 and 101.

Table 9.2. Data tracked and performance measure associated with Deliverable #19: Distribute Parks and Recreation Development Fund proceeds.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	Yes
Does agency know the annual number of...	
potential customers?	Yes
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	Yes
Does the law allow the agency to...	
charge to cover the agency's costs?	No


Specific Performance Measures Tracked								
<u>Performance Measure</u>	<u>Type of Measure</u>		<u>2012-13</u> (June - July)	<u>2013-14</u> (June - July)	<u>2014-15</u> (June - July)	<u>2015-16</u> (June - July)	<u>2016-17</u> (June - July)	<u>2017-18</u> (June - July)
Parks and Recreation Development Grants Awarded, Number of <u>Required by:</u> State government	Output	<u>Target:</u>	n/a ³¹	n/a	n/a	n/a	n/a	n/a
		<u>Actual:</u>	59	106	103	83	160	<u>Trend Line</u> 

Table 10.1. Additional details about Deliverable #20: Administer the federal Recreational Trails Program grant program.

Deliverable #20³²

Deliverable: Administer the federal Recreational Trails Program grant program

Note: Deliverable is also associated with the administrative services organizational unit.

Components: (1) Serve as the state recipient of the federal Recreational Trails Program funds, which are given in relation to fuel taxes generated within the state and designed to help states provide and maintain recreational trails for both motorized and nonmotorized recreational trail use; (2) advertise the availability of the grants, (3) review applications to determine which projects receive grant awards, (4) issue funding; and (5) monitor project progress to ensure it remains in compliance with the grant.

Greatest harm if not provided: 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.

How General Assembly can help avoid harm, other than money: Assign administration of the grant program to another state agency, such as the S.C. Department of Transportation.

Other agencies whose mission the deliverable may fit within: None

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by 23 U.S.C. Section 120. Intermodal Surface Transportation Efficiency Act.

Table 10.2. Data tracked and performance measure associated with Deliverable #20: Administer the federal Recreational Trails Program grant program.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	Yes
Does agency know the annual number of...	
potential customers?	No
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	Yes
Does the law allow the agency to...	
charge to cover the agency's costs?	No


Specific Performance Measures Tracked								
<u>Performance Measure</u>	<u>Type of Measure</u>		<u>2012-13</u> (Oct. - Sept.)	<u>2013-14</u> (Oct. - Sept.)	<u>2014-15</u> (Oct. - Sept.)	<u>2015-16</u> (Oct. - Sept.)	<u>2016-17</u> (Oct. - Sept.)	<u>2017-18</u> (Oct. - Sept.)
Recreational Trails Program Grants Awarded, Number of <u>Required by:</u> Federal government	Output	<u>Target:</u>	n/a ³³	n/a	n/a	n/a	n/a	n/a
		<u>Actual:</u>	10	11	3	1	33	<u>Trend Line</u> 

Table 11.1. Additional details about Deliverable #21: Administer the federal Land and Water Conservation Fund grant program.

Deliverable #21³⁴

Deliverable: Administer the federal Land and Water Conservation Fund grant program

Note: Deliverable is also associated with the administrative services organizational unit.

Components: (1) Serve as the state recipient of the federal Land and Water Conservation Fund, a federally funded reimbursable grant program whose purpose is to acquire or develop land for public outdoor recreational use purposes; (2) advertise the availability of the grants, (3) review applications to determine which projects receive grant awards, (4) issue funding; and (5) monitor project progress to ensure it remains in compliance with the grant.

Greatest harm if not provided: Local governments may not have sufficient funding to develop new recreation sites or maintain existing ones.

How General Assembly can help avoid harm, other than money: Assign administration of the grant program to another state agency, such as the S.C. Department of Natural Resources.


Other agencies whose mission the deliverable may fit within: None

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by 23 U.S.C. Section 460. Land and Water Conservation Provisions

Table 11.2. Data tracked and performance measure associated with Deliverable #21: Administer the federal Land and Water Conservation Fund grant program.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	Yes
Does agency know the annual number of...	
potential customers?	Yes
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked								
<u>Performance Measure</u>	<u>Type of Measure</u>		<u>2012-13</u> (Oct. - Sept.)	<u>2013-14</u> (Oct. - Sept.)	<u>2014-15</u> (Oct. - Sept.)	<u>2015-16</u> (Oct. - Sept.)	<u>2016-17</u> (Oct. - Sept.)	<u>2017-18</u> (Oct. - Sept.)
Land and Water Conservation Fund (LWCF) Grants Awarded, Number of* <u>Required by:</u> Federal government	Output	<u>Target:</u>	n/a ³⁵	n/a	n/a	n/a	n/a	n/a
		<u>Actual:</u>	3	3	0	11	0	<u>Trend Line</u> 

*Table Note: The agency indicates that due to federal funding limitations, LWCF was placed on a two-year grant cycle.

Table 12.1. Additional details about Deliverable #24: Create and file a Statewide Comprehensive Outdoor Recreation Plan with the Secretary of State.

Deliverable #24³⁶

Deliverable: Create and file a Statewide Comprehensive Outdoor Recreation Plan with the Secretary of State

Components: None - This was a one-time obligation. However, SCPRT continues to produce a statewide comprehensive outdoor recreation plan every five years in accordance with Land and Water Conservation Fund Act of 1965.

Greatest harm if not provided: None - This was a one-time obligation.

How General Assembly can help avoid harm, other than money: N/A - This was a one-time obligation.

Other agencies whose mission the deliverable may fit within: N/A - This was a one-time obligation.

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Sections 51-11-40. South Carolina Outdoor Recreation Plan of 1970.

Table 12.2. Data tracked and performance measure associated with Deliverable #24: Create and file a Statewide Comprehensive Outdoor Recreation Plan with the Secretary of State.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	No

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 13.1. Additional details about Deliverable #28: Administer the Destination Specific Tourism Marketing grant program.

Deliverable #28³⁷

Deliverable: Administer the Destination Specific Tourism Marketing grant program

Note: Deliverable is also associated with the administrative services organizational unit.

Components: Administer the program, which provides funds for promotional programs based on research-based outcomes to organizations that have a proven record of success in creating and sustaining new and repeat visitation to its area and sufficient resources to create, plan, implement, and measure the marketing and promotional efforts undertaken as a part of the program, by (1) developing criteria for the grant, (2) advertise the availability of the grants, (3) review applications to determine which projects receive grant awards, (4) issue funding; and (5) monitor project progress to ensure it remains in compliance with the grant.

Greatest harm if not provided: Elimination would limit the marketing abilities of S.C.'s major tourism destinations.

How General Assembly can help avoid harm, other than money: Encourage local governments to utilize state and local accommodations taxes for tourism marketing.

Other agencies whose mission the deliverable may fit within: None

Non-renewal of a proviso would be required to curtail or eliminate the deliverable.
Deliverable is required by Proviso 49.2 (Statewide Revenue) 2016-17 and 2017-18 S.C. General Appropriations Act, Part 1B.

Table 13.2. Data tracked and performance measure associated with Deliverable #28: Administer the Destination Specific Tourism Marketing grant program.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	Yes
Does agency know the annual number of...	
potential customers?	Yes
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Agency Recommendations - Office of Recreation, Grants, and Policy

In the Program Evaluation Report, the Committee asks the agency to provide a list of recommendations related to internal changes and changes in laws, which may improve the agency's efficiency and effectiveness, or update antiquated laws. As it relates to the Office of Recreation, Grants, and Policy, the agency provided the information below.

Internal Changes

In terms of organizational structure, SCPRT has no current plans for significant reorganization at this time. In the past ten years, the agency has undergone significant reorganizations. Most recently, SCPRT has formed the Office of Recreation, Grants and Policy, which includes the grants program staff, who were formerly housed in Administrative Services, and the Assistant to the Director – Policy, who now serves as the Office Director.

ADMINISTRATIVE SERVICES UNIT

Overview of the Administrative Services Unit

The administrative services organizational unit includes the agency's finance and technology services.

Employee Information related to the Administrative Services Unit

In the Program Evaluation Report, the Committee asks the agency to provide information about the employees in each of the agency's organizational units. Table 14 includes the information provided by the agency.

Table 14. Administrative Services organizational unit's employee information.

<u>Details</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
What is the turnover rate?	5.50%	16.66%	5.50%
Is employee satisfaction evaluated?	×	×	×
Is anonymous employee feedback allowed?	×	×	×
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	✓	✓	✓
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	All	All	All

Revenue and Funding Sources of the Administrative Services Unit

Generated by the Administrative Services Unit

In the Program Evaluation Report, the Committee asks the agency to provide information about its revenue sources.

Table 15 includes the sources of revenue generated by the administrative services organizational unit during fiscal years 2015-16 and 2016-17.

Table 15. Revenue generated by the administrative services unit during FY 2015-16 and 2016-17.³⁸

Revenue Source	Recurring or one-time?	State, Federal, or Other?	Does revenue remain with the agency or go to General Fund?	Total revenue generated in 2015-16	Total revenue estimated to generate in 2016-17
Special Deposits - Lace House	Recurring	Other	Agency	\$0	\$167,669
First in Golf License Plates	Recurring	Other	Agency	\$33,989	\$35,880
Total generated by Administrative Services:				\$33,989	\$203,549

Utilized by the Administrative Services Unit

Table 16 includes information on funding sources utilized by the administrative services organizational unit.

Table 16. Agency funding sources utilized by the administrative services unit to achieve the agency's comprehensive strategic plan in FY 2016-17 and 2017-18.³⁹

Revenue Sources utilized	Recurring or one-time?	State, Federal, or Other?	Spent to achieve plan in 2016-17	Percent of total agency spent	Budgeted to achieve plan in 2017-18	Percent of total agency spent
General Fund*	Recurring	State	\$5,319,562	3.95%	\$7,662,143	5.45%
General Fund - S.C. Assoc. of Tourism Regions & Destination Specific Marketing Fund	Recurring	State	\$16,475,000	12.25%	\$16,475,000	11.71%
General Fund - Non Recurring Direct Agency*	One-Time	State	\$1,207,814	0.90%	\$3,287,470	2.34%
General Fund - Non Recurring Indirect	One-Time	State	\$10,075,000	7.49%	\$1,775,000	1.26%
Capital Reserve Fund^	One-Time	State	\$6,005,759	4.46%	\$939,241	0.67%
Special Deposits - Welcome Centers*	Recurring	Other	\$65,460	0.05%	\$0	0.00%
Special Deposits - Lace House	Recurring	Other	\$0	0.00%	\$22,000	0.02%
Grants from State Agencies*	Recurring	Other	\$2,000	0.00%	\$0	0.00%
Inventory Revolving Fund*	Recurring	Other	\$28,232	0.02%	\$0	0.00%
First in Golf License Plates	Recurring	Other	\$35,629	0.03%	\$40,000	0.03%
Recovery Audits*	Recurring	Other	\$26	0.00%	\$0	0.00%
SCPRT Development Fund	Recurring	Other	\$54,858	0.04%	\$0	0.00%
Federal Awards	Recurring	Federal	\$1,165,905	0.87%	\$1,175,000	0.84%
Total utilized by Administrative Services:			\$40,435,245	30.06%	\$31,375,854	22.30%

Table Note: The asterisk () indicates a funding source for which the total amount listed was spent on the administrative services unit; executive office; and communications unit. The ^ notes the Capital Reserve Fund is different than the Capital Projects-Capital Reserve Fund.*

Strategic Plan and Resource Allocation related to the Administrative Services Unit

In the Program Evaluation Report (PER), the **Committee asks an agency the intended public benefit of each aspect of its strategic plan and how it allocates its human and financial resources to accomplish its goals** (i.e., broad expression of a long-term priority) **and objectives** (i.e., specific, measurable and achievable description of an effort the agency is implementing to achieve a goal).⁴⁰ The Committee also asks the agency to list any funds the agency spent or transferred not toward the agency's comprehensive strategic plan. All revenue sources associated with the administrative services organizational unit were spent toward the agency's comprehensive strategic plan.

Tables 17.1 - 17.8 provide information on the amount of funding and number of employees utilized to accomplish the portions of the strategic plan associated with the administrative services organizational unit.

Table 17.1. Part of agency's strategic plan related to administrative services, Objective 1.4.2: Monitor use of agency financial resources and provide technology support for all agency programs and services.

GOAL 1 Stewardship of agency resources

Strategy 1.4 Ensure efficient agency operations through executive leadership and administrative support services

Objective 1.4.2 Monitor use of agency financial resources and provide technology support for all agency programs and services

Responsible Employee(s): Ms. Yvette Sistare (responsible for more than 18 years);
Mr. David Elwart (responsible for over 20 years)

Employee have input in budget? Yes, Ms. Sistare and Mr. Elwart have input into the budget for Objective 1.4.2

External Partner(s): None

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	33.25	\$5,002,232	2.55%
2017-18	33.25	\$5,897,190	3.42%

Table Note: The employee and spending data is for Strategy 1.4, which includes Objective 1.4.1 and Objective 1.4.2. Objective 1.4.1 is associated with the executive office and with the communications unit.

Intended Public Benefit/Outcome
Ensure efficient use of public resources for all SCPRT programs and services

Table 17.2. Part of agency's strategic plan related to administrative services, Objective 2.3.1: Coordinate and administer the recreational trails program (RTP) grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.1 Coordinate and administer the recreational trails program grants*

*Objective is associated with administrative services and with the office of recreation, grants, and policy.

Responsible Employee(s): Mr. Neil Hamilton (responsible for less than one year)

Employee have input in budget? No, Mr. Hamilton does not have input into the budget for Objective 2.3.1

External Partner(s): Federal government

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	1	\$595,303	0.30%
2017-18	1	\$1,023,008	0.52%

Intended Public Benefit/Outcome

Encourage outdoor recreation to encourage healthy activities and improve the quality of life

Table 17.3. Part of agency's strategic plan related to administrative services, Objective 2.3.2: Coordinate and administer the parks and recreation development funds grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.2 Coordinate and administer the parks and recreation development funds grants*

*Objective is associated with administrative services and with the office of recreation, grants, and policy.

Responsible Employee(s): Ms. Alesha Cushman (responsible for 15 years)

Employee have input in budget? No, Ms. Cushman does not have input into the budget for Objective 2.3.2

External Partner(s): Local governments

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	1	\$1,023,008	0.52%
2017-18	1	\$3,977,135	2.31%

Intended Public Benefit/Outcome

Encourage outdoor recreation to encourage healthy activities and improve the quality of life

Table 17.4. Part of agency's strategic plan related to administrative services, Objective 2.3.3: Coordinate and administer land and water conservation fund grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.3 Coordinate and administer land and water conservation fund grants*

*Objective is associated with administrative services and with the office of recreation, grants, and policy.

Responsible Employee(s): Ms. Amy Blinson (responsible for over eight years)

Employee have input in budget? No, Ms. Blinson does not have input into the budget for Objective 2.3.3

External Partner(s): Federal government

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	0.5	\$570,602	0.29%
2017-18	0.5	\$600,000	0.35%

Intended Public Benefit/Outcome

Encourage outdoor recreation to encourage healthy activities and improve the quality of life

Table 17.5. Part of agency's strategic plan related to administrative services, Objective 2.3.5: Coordinate and administer undiscovered S.C. enhancement grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations (DMOs) and local governments for tourism and recreation development

Objective 2.3.5 Coordinate and administer undiscovered S.C. enhancement grants*

*Objective is associated with Administrative Services and the Office of Recreation, Grants, and Policy.

Responsible Employee(s): Ms. Amy Blinson (responsible for over three years)

Employee have input in budget? Yes, Ms. Blinson does have input into the budget for Objective 2.3.5

External Partner(s): None

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	0.25	\$365,331	0.19%
2017-18	0.25	\$384,669	0.22%

Intended Public Benefit/Outcome

Provide assistance to rural destinations to encourage greater tourism product development

Table 17.6. Part of agency's strategic plan related to administrative services, Objective 2.3.6: Coordinate and administer sports tourism advertising and recruitment grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.6 Coordinate and administer sports tourism advertising and recruitment grants*

*Objective is associated with administrative services and with the office of recreation, grants, and policy.

Responsible Employee(s): Ms. Amy Blinson (responsible for over two years)

Employee have input in budget? Yes, Ms. Blinson has input into the budget for Objective 2.3.6

External Partner(s): None

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	0.25	\$287,381	0.15%
2017-18	0.25	\$712,619	0.41%

Intended Public Benefit/Outcome

**Provide assistance to local destinations to recruit major sports tourism events
to the state in order to increase visitation and visitor spending**

Table 17.7. Part of agency's strategic plan related to administrative services, Objective 2.3.8: Administer legislatively-directed funds.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.8 Administer legislatively-directed funds

Responsible Employee(s): Ms. Yvette Sistare (responsible for over 18 years)

Employee have input in budget? No, Ms. Sistare does not have input into the budget for Objective 2.3.8

External Partner(s): None

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	0.25	\$16,116,388	8.22%
2017-18	0.25	\$2,754,241	1.60%

Intended Public Benefit/Outcome
Improvement of local tourism, recreation, and parks projects

Table 17.8. Part of agency's strategic plan related to administrative services, Objective 2.3.9: Administer recurring funds for destination specific marketing grants and regional tourism promotion.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.9 Administer recurring funds for destination specific marketing grants and regional tourism promotion*

*Objective is associated with administrative services and with the office of recreation, grants, and policy.

Responsible Employee(s): Ms. Yvette Sistare (responsible for over 18 years)

Employee have input in budget? No, Ms. Sistare does not have input into the budget for Objective 2.3.9

External Partner(s): None

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	0.25	\$16,475,000	8.41%
2017-18	0.25	\$16,475,000	9.55%

Intended Public Benefit/Outcome

Encourage increased visitation and visitor spending in S.C.'s regions and major travel destinations

Products, Services, Customers and Performance of the Administrative Services Unit

In the Program Evaluation Report (PER), the Committee asks an agency **to provide a list of its deliverables** (i.e., products and services) as well as additional information related to laws, customers, costs, and potential negatives impacts. The information provided by the agency, applicable to this organizational unit, is provided on the next pages.

Additionally the PER asks the agency to provide its performance measures. The agency was asked to categorize each measure based on the definitions below.⁴¹ After each product or service, is a chart with information on the measures, if any, the agency uses to gauge its performance in providing the product or service.⁴²

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.

Table 18 includes an overview of the deliverables provided by the administrative services unit. Tables 19.1 - 24.2 include additional information about each of the deliverables. If the details of a deliverable were previously provided during the agency's presentation of one of its other organizational units, the details are not repeated in this packet.

Table 18. List of the administrative service unit's deliverables.

Item # ²	Deliverable	Does law require, allow, or not address it?
15	Distribute funds, for regional promotions, to the eleven regional tourism groups in the state*	Required by Proviso 49.1 (Statewide Revenue) 2016-17 and 2017-18 General Appropriations Act, Part 1B
17	Create and administer the Sports Tourism Advertising and Recruitment Grants program**	Not specifically mentioned in law, but provided to achieve the requirements of S.C. Code Ann. Section 51-1-310. Purpose and General Duties (of the Division of Community Development).
18	Create and administer the Undiscovered SC Tourism Product Grants program**	Not specifically mentioned in law, but provided to achieve the requirements of S.C. Code Ann. Section 51-1-310. Purpose and General Duties (of the Division of Community Development).
19	Distribute Parks and Recreation Development Fund (PARD) proceeds**	Required by S.C. Code Ann. Section 51-23-20. Allocation of proceeds of Parks and Recreation Fund; and S.C. Code of Reg. Chapter 133, Sections 100 and 101

² Item numbers are the ones utilized in agency's program evaluation report.

20	Administer the federal Recreational Trails Program (RTP) grant program**	Required by 23 U.S.C. Section 120. Intermodal Surface Transportation Efficiency Act
21	Administer the federal Land and Water Conservation Fund (LWCF) grant program**	Required by 23 U.S.C. Section 460. Land and Water Conservation Provisions
22	Provide funds to PalmettoPride, a non-profit established in state law to coordinate and implement statewide and local programs for litter control.	Required by S.C. Code Ann. Section 37-29-130. Acceptance of gifts; receipt and expenditure of public funds appropriated.
23	Administer the Recreation Land Trust Fund grant program	Allowed by S.C. Code Ann. Section 51-11-15. Grants to local governments for acquisition of recreational land.
25	Report expenditures from the Recreation Land Trust Fund to the General Assembly	Required by S.C. Code Ann. Section 51-11-60. General Assembly shall receive reports of expenditures
26	Administer the South Carolina: First in Golf Fund	Required by S.C. Code Ann. Section 56-3-5200. "South Carolina: First in Golf" license plates.
27	Administer the South Carolina Sports Development Office Fund	Required by S.C. Code Ann. Section 56-3-8710. NASCAR special license plates authorized.

28	Administer the Destination Specific Tourism Marketing grant program**	Required by Proviso 49.2 (Statewide Revenue) 2016-17 and 2017-18 General Appropriations Act, Part 1B
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Table Note: An asterisk () indicates a deliverable associated with the administrative services unit and with the executive office. A double asterisks (**) indicates a deliverable associated with the administrative services unit and with the office of recreation, grants, and policy.*

Table 19.1. Additional details about Deliverable #15: Distribute funds, for regional promotions, to the eleven regional tourism groups in the state.

Deliverable #15⁴³

Deliverable: Distribute funds, for regional promotions, to the eleven regional tourism groups in the state

Components: None

Greatest harm if not provided: Elimination would limit the marketing abilities of S.C.'s regional tourism organizations.

How General Assembly can help avoid harm, other than money: Increase regional tourism organization funding through accommodations tax.

Other agencies whose mission the deliverable may fit within: None

Law change would be required to curtail or eliminate the deliverable.

Deliverable is required by State Proviso 49.1 (Statewide Revenue) 2016-17 and 2017-18 General Appropriations Act, Part 1B.

Table 19.2. Data tracked and performance measure associated with Deliverable #15: Distribute funds, for regional promotions, to the eleven regional tourism groups in the state.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	Yes
Does agency know the annual number of...	
potential customers?	Yes
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 20.1. Additional details about Deliverable #22: Provide funds to PalmettoPride, a non-profit established in state law to coordinate and implement statewide and local programs for litter control.

Deliverable #22⁴⁴

Deliverable: Provide funds to PalmettoPride, a non-profit established in state law to coordinate and implement statewide and local programs for litter control

Components: (1) Receive funds the General Assembly appropriates or authorizes for PalmettoPride; and
(2) Transfer those funds to PalmettoPride.

Greatest harm if not provided: Public awareness campaigns for litter control would not receive adequate funding.

How General Assembly can help avoid harm, other than money: Fund Palmetto Pride through S.C. Department of Health and Environmental Control (SCDHEC) or provide funding for SCDHEC to conduct litter awareness campaigns

Other agencies whose mission the deliverable may fit within: SCDHEC

Note: SCPRT provided PalmettoPride, a non-profit entity, approximately \$2.5 million in fiscal year 2016-17. SCPRT provided this money pursuant to legislative directive, but SCPRT has no oversight on how PalmettoPride spends the funds.

**Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. § 37-29-130.**

Table 20.2. Data tracked and performance measure associated with Deliverable #22: Provide funds to PalmettoPride, a non-profit established in state law to coordinate and implement statewide and local programs for litter control.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	No

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 21.1. Additional details about Deliverable #23: Administer the Recreation Land Trust Fund grant program.

Deliverable #23⁴⁵

Deliverable: Administer the Recreation Land Trust Fund grant program

Components: Administer the program, which provides funds to local governments for the acquisition of recreational lands, by:

- (1) developing creating for the grant,
- (2) advertise the availability of the grants,
- (3) review applications to determine which projects receive grant awards,
- (4) issue funding; and
- (5) monitor project progress to ensure it remains in compliance with the grant.

Greatest harm if not provided: None - The Recreation Land Trust Fund is no longer active.

How General Assembly can help avoid harm, other than money: N/A - The Recreation Land Trust Fund is no longer active.

Other agencies whose mission the deliverable may fit within: S.C. Conservation Bank; and S.C. Department of Natural Resources; and S.C. Forestry Commission

No change in law would be required to curtail or eliminate the deliverable.
Deliverable is allowed, but not specifically required, by S.C. Code Ann. Section 51-11-15.

Table 21.2. Data tracked and performance measure associated with Deliverable #23: Administer the Recreation Land Trust Fund grant program.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	No

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 22.1. Additional details about Deliverable #25: Report expenditures from the Recreation Land Trust Fund to the General Assembly.

Deliverable #25⁴⁶

Deliverable: Report expenditures from the Recreation Land Trust Fund to the General Assembly

Components:

- 1) Create an annual report which outlines the amount of funds spent from the Recreation Land Trust Fund and uses to which such expenditures were applied; and
- 2) Provide that report to the General Assembly by January 15th each year.

Greatest harm if not provided: None - The Recreation Land Trust Fund is no longer active.

How General Assembly can help avoid harm, other than money: N/A - The Recreation Land Trust Fund is no longer active.

Other agencies whose mission the deliverable may fit within: S.C. Conservation Bank; and S.C. Department of Natural Resources; and S.C. Forestry Commission

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 51-11-60.

Table 22.2. Data tracked and performance measure associated with Deliverable #25: Report expenditures from the Recreation Land Trust Fund to the General Assembly.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	No

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 23.1. Additional details about Deliverable #26: Administer the S.C.: First in Golf Fund.

Deliverable #26⁴⁷

Deliverable: Administer the S.C.: First in Golf Fund

Components: (1) Receive funds from S.C. Department of Motor Vehicles (SCDMV) based on fees for a special "South Carolina: First in Golf" license plate; and
(2) Utilize these funds to promote the S.C. Junior Golf Association.

Greatest harm if not provided: Elimination would negatively impact S.C.'s golf industry.

How General Assembly can help avoid harm, other than money: Allow SCDMV to transfer funds directly to legislatively directed recipients

Other agencies whose mission the deliverable may fit within: SCDMV

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 56-3-5200.

Table 23.2. Data tracked and performance measure associated with Deliverable #26: Administer the S.C.: First in Golf Fund.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 24.1. Additional details about Deliverable #27: Administer the S.C. Sports Development Office Fund.

Deliverable #27⁴⁸

Deliverable: Administer the S.C. Sports Development Office Fund

Components: (1) Receive funds from S.C. Department of Motor Vehicles (SCDMV) based on a portion of the fees for a special NASCAR license; and
(2) Utilize these funds to promote the S.C. Sports Development Office.

Greatest harm if not provided: Elimination would negatively impact the Darlington Raceway.

How General Assembly can help avoid harm, other than money: Allow SCDMV to transfer funds directly to legislatively directed recipients.

Other agencies whose mission the deliverable may fit within: SCDMV

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 56-3-8710.

Table 24.2. Data tracked and performance measure associated with Deliverable #27: Administer the S.C. Sports Development Office Fund.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	Yes
customers served?	No

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

EXECUTIVE OFFICE

Overview of the Executive Office

Executive Office is one of the agency's organizational units. This unit include the director's office, human resources and internal audits.

Employee Information related to the Executive Office

In the Program Evaluation Report, the Committee asks the agency to provide information about the employees in each of the agency's organizational units. Table 25 includes the information provided by the agency.

Table 25. Executive office organizational unit's employee information.

<u>Details</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
What is the turnover rate?	33.33%	0.00%	0.00%
Is employee satisfaction evaluated?	×	×	×
Is anonymous employee feedback allowed?	×	×	×
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	×	×	×
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	N/A	N/A	N/A

Revenue and Funding Sources of the Executive Office

Generated by the Executive Office

In the Program Evaluation Report, the Committee asks the agency to provide information about its revenue sources. The executive office did not generate any revenue during fiscal years 2015-16 or 2016-17.

Utilized by the Executive Office

Table 26 includes information on funding sources utilized by the executive office.

Table 26. Agency funding sources utilized by the executive office to achieve the agency's comprehensive strategic plan in FY 2016-17 and 2017-18.⁴⁹

Revenue Sources utilized	Recurring or one-time?	State, Federal, or Other?	Spent to achieve plan in 2016-17	Percent of total agency spent	Budgeted to achieve plan in 2017-18	Percent of total agency spent
General Fund*	Recurring	State	\$4,893,984	3.64%	\$5,587,720	3.97%
General Fund - Non Recurring Direct Agency**	One-Time	State	\$12,483,154	9.28%	\$19,323,559	13.74%
Special Deposits - Welcome Centers*	Recurring	Other	\$65,460	0.05%	\$0	0.00%
Special Deposits - Lace House*	Recurring	Other	\$0	0.00%	\$22,000	0.02%
Grants from State Agencies*	Recurring	Other	\$2,000	0.00%	\$0	0.00%
Inventory Revolving Fund*	Recurring	Other	\$28,232	0.02%	\$0	0.00%
Recovery Audits*	Recurring	Other	\$26	0.00%	\$0	0.00%
Total utilized by the executive office:			\$17,472,856	12.99%	\$24,933,279	17.72%

Table Note: The asterisk () indicates source for which the total was spent by the executive office; communications unit; and the administrative services unit. The double asterisks (**) indicates source for which the total was spent by the executive office; office of recreation, grants, and policy; communications unit; and the administrative services unit.*

Strategic Plan and Resource Allocation related to the Executive Office

In the Program Evaluation Report (PER), the **Committee asks an agency the intended public benefit of each aspect of its strategic plan and how it allocates its human and financial resources to accomplish its goals** (i.e., broad expression of a long-term priority) **and objectives** (i.e., specific, measurable and achievable description of an effort the agency is implementing to achieve a goal).⁵⁰ The Committee also asks the agency to list any funds the agency spent or transferred not toward the agency's comprehensive strategic plan. All revenue sources associated with the executive office organizational unit were spent toward the agency's comprehensive strategic plan.

Tables 27.1 and 27.2 provide information on the amount of funding and number of employees utilized to accomplish the portions of the strategic plan associated with the executive office organizational unit.

Table 27.1. Part of agency's strategic plan related to the executive office, Objective 1.4.1: Increase state parks revenue through increased visitation and usage.

GOAL 1 Stewardship of agency resources

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*

*Objective 1.4.1 is associated with the executive office and with communications.

Responsible Employee(s): Mr. Duane Parrish (responsible for more than 7 years);
Ms. Amy Duffy (responsible for over 15 years); and
Mr. Jon Fisher (responsible for over three years)

Employee have input in budget? Yes, Mr. Parrish, Ms. Duffy, and Mr. Fisher have input into the budget
for Objective 1.4.1

External Partner(s): None

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	33.25	\$5,002,232	2.55%
2017-18	33.25	\$5,897,190	3.42%

Table Note: The employee and spending data is for Strategy 1.4, which includes Objective 1.4.1 and Objective 1.4.2.
Objective 1.4.2 is associated with the administrative services unit.

Intended Public Benefit/Outcome
Ensure efficient use of public resources for all SCPRT programs and services

Table 27.2. Part of agency's strategic plan related to the executive office, Objective 2.3.7: Coordinate and administer beach renourishment grants.

GOAL 2 Encourage business development and economic growth

Strategy 2.3 Provide assistance to destination marketing organizations and local governments for tourism and recreation development

Objective 2.3.7 Coordinate and administer beach renourishment grants

*Objective is associated with the executive office and with the office of recreation, grants, and policy.

Responsible Employee(s): Mr. Justin Hancock (responsible for less than two years)

Employee have input in budget? Yes, Mr. Hancock has input into the budget for Objective 2.3.7

External Partner(s): State government

	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend
2016-17	0.5	\$12,470,624	6.36%
2017-18	0.5	\$19,036,089	11.04%

Intended Public Benefit/Outcome

**Provide assistance to local governments for beach renourishment/restoration
to ensure the integrity of S.C.'s public beaches for public use and safety**

Products, Services, Customers and Performance of the Executive Office

In the Program Evaluation Report (PER), the Committee asks an agency **to provide a list of its deliverables** (i.e., products and services) as well as additional information related to laws, customers, costs, and potential negatives impacts. The information provided by the agency, applicable to this organizational unit, is provided on the next pages.

Additionally the PER asks the agency to provide its performance measures. The agency was asked to categorize each measure based on the definitions below.⁵¹ After each product or service, is a chart with information on the measures, if any, the agency uses to gauge its performance in providing the product or service.⁵²

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.

Table 28 includes an overview of the deliverables provided by the administration unit and Tables 29.1 - 42.2 include additional information about each of the deliverables. If the details of a deliverable were previously provided during the agency's presentation of one of its other organizational units, the details are not repeated in this packet.

Table 28. List of the Executive Office's deliverables

Item # ³	Deliverable	Does law require, allow, or not address it?
1	Allocate funding to local governments and state agencies for beach renourishment activities*	Required by Proviso 118.16(B)(39.1) (Statewide Revenue) 2016-17 General Appropriations Act, Part 1B; Proviso 118.14(B)(2.1) (Statewide Revenue) 2017-18 General Appropriations Act, Part 1B;
2	Assist S.C. Department of Transportation (SCDOT) with the Tourism Oriented Directional Signage (TODS) program	Required by S.C. Code Ann. Section 57-25-810. Creation of program to provide directional signs leading to tourism and agritourism facilities; regulations; Section 57-25-820 Department of Transportation responsibility for signs; coordination with other departments; criteria for selection of qualified agritourism facilities; approval of applications for signs; and S.C. Code of Reg. Chapter 63 - Section 339 (Agritourism and Tourism-Oriented Directional Signing)

³ Item numbers are the ones utilized in agency's program evaluation report.

3	Designate establishments to receive extraordinary retail establishment tax credits	Allowed by S.C. Code Ann. Section 12-21-6590. Designation of extraordinary retail establishments; additional infrastructure improvements and other expenditures supporting construction or operation; application for conditional certification.
4	Serve on the Coordinating Council for Economic Development	Required by S.C. Code Ann. Section 13-1-1710. Coordinating Council for Economic Development
5	Provide the Governor names of two individuals to appoint to the New Horizons Development Authority	Required by S.C. Code Ann. Section 13-11-20. Deposits and expenditures; use of funds; receipt of gifts.
6	Transfer assets to the New Horizons Development Authority	Allowed by S.C. Code Ann. Section 13-11-120. Deposits and expenditures; use of funds; receipt of gifts.
7	Serve on the Coordinating Council for the Division on Aging	Required by S.C. Code Ann. Section 43-21-120. Coordinating council.
8	Serve on the S.C. Conservation Bank board as an ex officio member without voting privileges	Required by S.C. Code Ann. Section 48-59-40. South Carolina Conservation Bank; board members and meetings; terms, recusal, and personal liability of members.

9	Serve on the Heritage Trust Advisory Board	Required by S.C. Code Ann. Section 51-17-50. Heritage Trust Advisory Board created; composition
10	Serve on the War Between the States Heritage Trust Advisory Board	Required by S.C. Code Ann. Section 51-18-60. War Between the States Heritage Trust Advisory Board
11	Serve on the Old Exchange Building Commission as an ex officio member with voting privileges	Required by S.C. Code Ann. Section 51-19-10. Old Exchange Building Commission created
12	Serve on the Scenic Highways Committee	Required by S.C. Code Ann. Section 57-23-50. Scenic Highways Committee created; membership; terms of office
13	Participate as one of the parties to proceedings related to certification required before construction of a major utility facility	Required by S.C. Code Ann. Section 58-33-140. Parties to certification proceedings; limited appearances; intervention. See S.C. Code Ann. 58-33-110 through 58-33-170 for details on major utility facility certification.
14	Serve as a member of the South Carolina Civil War Sesquicentennial Advisory Board	Required by S.C. Code Ann. Section 60-11-150. Board created; membership; terms.

15	Distribute funds, for regional promotions, to the eleven regional tourism groups in the state**	Required by Proviso 49.1 (Statewide Revenue) 2016-17 and 2017-18 General Appropriations Act, Part 1B
16	Perform initial review of county and municipal applications for tourism infrastructure admissions tax certification	Required by S.C. Code Ann. Section 12-21-6530. Portion of tax to be paid to county or municipality where establishment located; use of funds; Section 12-21-6540 Portion of tax to be transferred to State Treasurer for deposit in special tourism infrastructure development fund; applications for grants; review of applications; guidelines; and Section 12-21-6550 Certification application to be filed in county or municipality where major tourism or recreation area located; request for classification.

Table Note: An asterisk () indicates a deliverable associated with the executive office and with the office of recreation, grants, and policy. A double asterisks (**) indicates a deliverable associated with executive office and with the administrative services unit.*

Table 29.1. Details about Deliverable #2: Assist S.C. Department of Transportation with the tourism oriented directional signage program.

Deliverable #2⁵³

Deliverable: Assist S.C. Department of Transportation with the tourism oriented directional signage program

Note: See examples of tourism oriented directional signage on the next page

Components:

- 1) Work with the S.C. Department of Transportation (SCDOT) to promote tourism- oriented facilities to participate in the tourism oriented directional signage program (TODS) program;
- 2) Recommend to SCDOT, criteria for selection of qualified tourism facilities; and
- 3) Participate as a member of the oversight committee which approves applications for signs for agritourism and tourism-oriented facilities.

Greatest harm if not provided: Elimination of this program would negatively impact tourism businesses, especially in the state's rural areas, by decreasing public awareness.

How General Assembly can help avoid harm, other than money: Allow local governments and their respective transportation departments to approve and install TODs signs.

Other agencies whose mission the deliverable may fit within: SCDOT; and South Carolina Department of Agriculture


Law change would be required to curtail or eliminate the deliverable.

Deliverable is required by S.C. Code Ann. Section 57-25-810; Section 57-25-820, and S.C. Code of Reg. Chapter 63, Section 339.

Table 29.2. Data tracked and performance measure associated with Deliverable #2: Assist S.C. Department of Transportation with the tourism oriented directional signage program.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked								
Performance Measure	Type of Measure		<u>2012-13</u> (June - July)	<u>2013-14</u> (June - July)	<u>2014-15</u> (June - July)	<u>2015-16</u> (June - July)	<u>2016-17</u> (June - July)	<u>2017-18</u> (June - July)
Number of Approved Tourism Oriented Directional Signage (TODS) Applications* <u>Required by:</u> Agency selected (not required by state or federal government)	Output	<u>Target:</u>	n/a ⁵⁴	n/a	n/a	n/a	n/a	n/a
		<u>Actual:</u>	The program did not exist during this year	22	18	7	2	<u>Trend Line</u> 

*Table Note: The agency indicates the tourism oriented directional signage program began in FY 14.

Examples of tourism oriented directional signage



Figure 6. Examples of tourism oriented directional signage.

Table 30.1. Details about Deliverable #3: Designate establishments to receive extraordinary retail establishment tax credits.

Deliverable #3⁵⁵

Deliverable: Designate establishments to receive extraordinary retail establishment tax credits

Components: (1) Develop application forms;
(2) Accept and receive applications;
(3) Field questions from retail establishments, counties, and municipalities regarding the application and overall process;
(4) Adopt guidelines governing conditional certification as an extraordinary retail establishment; and
(5) Notify retail establishments, counties, and municipalities of its decision on applications.

Greatest harm if not provided: Elimination of this program could limit S.C.'s effectiveness in recruiting tourism-related major retail establishments.

How General Assembly can help avoid harm, other than money: Allow S.C. Department of Revenue to provide similar incentives for qualified major retail centers.

Other agencies whose mission the deliverable may fit within: S.C. Department of Commerce

No change in law would be required to curtail or eliminate the deliverable.
Deliverable is allowed, but not specifically required, by S.C. Code Ann. Section 12-21-6590.

Table 30.2. Data tracked and performance measure associated with Deliverable #3: Designate establishments to receive extraordinary retail establishment tax credits.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	Yes
Does agency know the annual number of...	
potential customers?	Yes
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 31.1. Details about Deliverable #4: Serve on the Coordinating Council for Economic Development.

Deliverable #4⁵⁶

Deliverable: Serve on the Coordinating Council for Economic Development

Components: Duties of the council, whose purpose is to enhance the economic growth and development of the State through strategic planning and coordinating activities, include:

- 1) development of a strategic state plan for economic development;
- 2) monitoring implementation of the strategic plan;
- 3) coordination of economic development activities of member agencies of the council;
- 4) use of federal funds, grants, and private funds toward strategic plan;
- 5) approval of infrastructure and other economic development grants for local units of government pursuant to 12-28-2910; and
- 6) approval of infrastructure development grants for local units of government pursuant to 12-21-6540.

Greatest harm if not provided: Tourism-related interests would not be represented in the council.

How General Assembly can help avoid harm, other than money: Ensure tourism/recreation interests by allowing a statewide tourism or recreation organization to serve on the council.

Other agencies whose mission the deliverable may fit within: S.C. Department of Commerce

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 13-1-1710.

Table 31.2. Data tracked and performance measure associated with Deliverable #4: Serve on the Coordinating Council for Economic Development.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	Yes
Does agency know the annual number of...	
potential customers?	No
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 32.1. Details about Deliverable #5: Provide the Governor names of two individuals to appoint to the New Horizons Development Authority.

Deliverable #5⁵⁷

Deliverable: Provide the Governor names of two individuals to appoint to the New Horizons Development Authority

Components: None

Greatest harm if not provided: None - the New Horizons Development Authority is no longer active.

How General Assembly can help avoid harm, other than money: N/A - the New Horizons Development Authority is no longer active.

Other agencies whose mission the deliverable may fit within: None - the New Horizons Development Authority is no longer active.

*SCPRT recommends elimination of this law and deliverable.
Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 13-11-20.

Table 32.2. Data tracked and performance measure associated with Deliverable #5: Provide the Governor names of two individuals to appoint to the New Horizons Development Authority.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	No

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 33.1. Details about Deliverable #6: Transfer assets to the New Horizons Development Authority.

Deliverable #6⁵⁸

Deliverable: Transfer assets to the New Horizons Development Authority

Components: Identify and transfer all real and personal property acquired with 1973 General Obligation Bond Authorization funds designated for the I-77 project and any and all funds remaining in the Bond Authorization Account including any federal grants or federal monies earned or generated directly or indirectly through the planning, acquisition or development of the I-77 project.

Greatest harm if not provided: None - the New Horizons Development Authority is no longer active.

How General Assembly can help avoid harm, other than money: N/A - the New Horizons Development Authority is no longer active.

Other agencies whose mission the deliverable may fit within: None - the New Horizons Development Authority is no longer active.

*SCPRT recommends elimination of this law and deliverable.

No change in law would be required to curtail or eliminate the deliverable.

Deliverable is allowed, but not specifically required, by S.C. Code Ann. Section 13-11-120.

Table 33.2. Data tracked and performance measure associated with Deliverable #6: Transfer assets to the New Horizons Development Authority.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	No

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 34.1. Details about Deliverable #7: Serve on the Coordinating Council for the Division on Aging.

Deliverable #7⁵⁹

Deliverable: Serve on the Coordinating Council for the Division on Aging

- Components: Duties of the Coordinating Council for the Division on Aging, which are stated in law, include:
- a. to meet at least once each six months and attend special meetings which may be called at the discretion of the chairman or upon request of a majority of the members;
 - b. chairman of the advisory commission and the director of the Division on Aging, who shall serve as secretary to the council, shall attend the meetings of the council; and
 - c. the director of each agency or department making up the council shall serve as chairman of the council for a term of one year.

The office of chairman is held in the order in which the membership of the council is listed in this section. The law contains additional duties for members of the Advisory Commission and the Long Term Care Council, but the agency does not serve on either of those.

Greatest harm if not provided: Tourism-related interests would not be represented on the council.

How General Assembly can help avoid harm, other than money: Ensure tourism/recreation interests by allowing a statewide tourism or recreation organization to serve on the council

Other agencies whose mission the deliverable may fit within: Lt. Governor's Office on Aging

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 43-21-120.

Table 34.2. Data tracked and performance measure associated with Deliverable #7: Serve on the Coordinating Council for the Division on Aging.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	No

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 35.1. Details about Deliverable #8: Serve on the S.C. Conservation Bank board as an ex officio member without voting privileges.

Deliverable #8⁶⁰

Deliverable: Serve on the S.C. Conservation Bank board as an ex officio member without voting privileges

Components: Duties of the S.C. Conservation Bank Board include:

- 1) hiring an executive director and staff, contracting for services, and entering into cooperative agreements with other state agencies to carry out its purpose stated in law (See S.C. Code Ann. 48-59-50);
- 2) meet at least twice annually in regularly scheduled meetings and in special meetings as the chairman may call;
- 3) keep meetings and records open to the public and allow for public input;
- 4) recuse themselves from any vote in which they have a conflict of interest including, but not limited to, any vote affecting or providing funding for the acquisition of interests in land:
 - a) owned or controlled by the board member, the board member's immediate family, or an entity the board member represents, works for, or in which the member has a voting or ownership interest;
 - b) contiguous to land described in item (a); and
 - c) by an eligible trust fund recipient that the board member represents, works for, or in which the member has a voting or ownership interest; and
- 5) board members have no personal liability for any actions or refusals to act in their official capacity as long as such actions or refusals to act do not involve willful or intentional malfeasance or recklessness.

Greatest harm if not provided: Tourism or recreation-related interests would not be represented on the board.

How General Assembly can help avoid harm, other than money: Ensure tourism/recreation interests by allowing a statewide tourism or recreation organization to serve on the board

Other agencies whose mission the deliverable may fit within: S.C. Department of Natural Resources; and S.C. Forestry Commission

**Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 48-59-40.**

Table 35.2. Data tracked and performance measure associated with Deliverable #8: Serve on the S.C. Conservation Bank board as an ex officio member without voting privileges.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	No

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 36.1. Details about Deliverable #9: Serve on the Heritage Trust Advisory Board.

Deliverable #9⁶¹

Deliverable: Serve on the Heritage Trust Advisory Board

Components: Duties of the Heritage Trust Advisory Board include:

- a. To review the inventories prepared and submitted by the department and other state agencies as well as other appropriate sources of information and to recommend therefrom to the board of the department the selection of those areas and features as priority areas and features that it deems to be of primary importance to the goals and purposes of this chapter;
- b. To evaluate, review and examine proposals of the department and other state agencies as well as citizen recommendations for the dedication or recognition of specific areas and features as Heritage Trust Preserves and Sites, and from its expertise to recommend to the board of the department the dedication or recognition of such areas and features which it feels proper;
- c. To recommend to the board of the department any rules, regulations, management criteria, allowable uses and such which the advisory board feels would be beneficial to carrying out the goals and purposes of this chapter;
- d. To appoint technical committees consisting of experts in specialty areas dealing with the ecology, history, and archeology of our State and any other type committees that the advisory board feels can be of assistance in fulfilling its duties and responsibilities under this chapter;
- e. To assist in maintaining a list of areas and sites which through dedication become Heritage Trust Preserves or Sites and to make public information regarding their location, management, regulation, and permissible public uses and the like; and
- f. To authorize research and investigation for inventory and assessment purposes, including the reasonable right of entry and inspection, and to disseminate information and recommendations pertaining to natural and related cultural areas and features.

Greatest harm if not provided: Tourism or recreation-related interests would not be represented on the board.

How General Assembly can help avoid harm, other than money: Ensure tourism/recreation interests by allowing a statewide tourism or recreation organization to serve on the board

Other agencies whose mission the deliverable may fit within: S.C. Department of Archives and History

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 48-59-40.

Table 36.2. Data tracked and performance measure associated with Deliverable #9: Serve on the Heritage Trust Advisory Board.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	No

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 37.1. Details about Deliverable #10: Serve on the War Between the States Heritage Trust Advisory Board.

Deliverable #10⁶²

Deliverable: Serve on the War Between the States Heritage Trust Advisory Board

Components: Duties of the War Between the States Heritage Trust Advisory Board, include:

- (1) to review the inventories prepared and submitted by the commission and other state agencies, as well as other appropriate sources of information, and to recommend therefrom to the commission the selection of those areas and features as priority areas and features that it deems to be of primary importance to the goals and purposes of this chapter;
- (2) to evaluate, review, and examine proposals of the commission and other state agencies, as well as citizen recommendations, for the dedication or recognition of specific areas and features as War Between the States Heritage Preserves and Sites, and from its expertise to recommend to the commission the dedication or recognition of such areas and features which it feels proper;
- (3) to recommend to the commission any rules, regulations, management criteria, allowable uses, and such which the advisory board feels would be beneficial to carrying out the goals and purposes of this chapter;
- (4) to assist in maintaining a list of areas and sites which through dedication become War Between the States Heritage Preserves or Sites and to make public information regarding their location, management, regulation, and permissible public uses and the like; and
- (5) to utilize the resources of the agencies represented on the board to do research and investigation for inventory and assessment purposes, including the reasonable right of entry and inspection, and to disseminate information and recommendations pertaining to natural and related cultural areas and features.

Greatest harm if not provided: Tourism or recreation-related interests would not be represented on the board.

How General Assembly can help avoid harm, other than money: Ensure tourism/recreation interests by allowing a statewide tourism or recreation organization to serve on the council

Other agencies whose mission the deliverable may fit within: S.C. Department of Archives and History

**Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 51-18-60.**

Table 37.2. Data tracked and performance measure associated with Deliverable #10: Serve on the War Between the States Heritage Trust Advisory Board.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	No

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 38.1. Details about Deliverable #11: Serve on the Old Exchange Building Commission as an ex officio member with voting privileges.

Deliverable #11⁶³

Deliverable: Serve on the Old Exchange Building Commission as an ex officio member with voting privileges

Components: The Old Exchange Building Commission is responsible for reviewing the problems and opportunities presented in the preservation and restoration of the Exchange Building and review and adopt, if appropriate, the agreement between the Rebecca Motte Chapter of the Daughters of the American Revolution and the S.C. American Revolution Bicentennial Commission dated October 25, 1975, a copy of which is on file in the office of the Attorney General. Also, the Commission has the power to:

- (a) negotiate and contract not only with present occupants and title holders of the property but with other parties, if necessary, for the restoration and development of the old Exchange Building;
- (b) accept grants, gifts and bequests for the purpose of restoring, developing and administering the old Exchange Building;
- (c) accept and expend funds of the state, federal government and other such public funds as may be given or appropriated for the purpose of restoring, developing and administering the old Exchange Building;
- (d) to set and determine policies for the administration and control of the Old Exchange Building Commission pursuant to agreements and contracts that shall be entered into to achieve the development, restoration and administration of the old Exchange Building;
- (e) enter into leases for appropriate periods of time in the event title is not available; and
- (f) receive and expend revenue generated by its own activities.

Greatest harm if not provided: Tourism or recreation-related interests would not be represented on the commission.

How General Assembly can help avoid harm, other than money: Ensure tourism/recreation interests by allowing a statewide tourism or recreation organization to serve on the commission.

Other agencies whose mission the deliverable may fit within: S.C. Department of Archives and History

**Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 51-19-10.**

Table 38.2. Data tracked and performance measure associated with Deliverable #11: Serve on the Old Exchange Building Commission as an ex officio member with voting privileges.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 39.1. Details about Deliverable #12: Serve on the Scenic Highways Committee.

Deliverable #12⁶⁴

Deliverable: Serve on the Scenic Highways Committee

Components: Duties of the Scenic Highways Committee include:

- (1) promulgate criteria for the designation of a scenic highway in regulation which provides a recommendation to establish a scenic highway be forwarded to the General Assembly for approval (In developing the criteria the committee must (a) consider the scenic, cultural, historic, commercial, and economic significance of the road and area, and (b) coordinate the criteria in conjunction with the criteria for scenic highways being developed by the federal highway administration);
- (2) review written requests for designating a scenic highway, make a recommendation based on the criteria; and
- (3) transmit the recommendation to the General Assembly.

Greatest harm if not provided: Tourism or recreation-related interests would not be represented on the committee.

How General Assembly can help avoid harm, other than money: Ensure tourism/recreation interests by allowing a statewide tourism or recreation organization to serve on the committee.

Other agencies whose mission the deliverable may fit within: S.C. Department of Transportation

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 57-23-50.

Table 39.2. Data tracked and performance measure associated with Deliverable #12: Serve on the Scenic Highways Committee.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 40.1. Details about Deliverable #13: Participate as one of the parties to proceedings related to certification required before construction of a major utility facility.

Deliverable #13⁶⁵

Deliverable: Participate as one of the parties to proceedings related to certification required before construction of a major utility facility

Components: None

Greatest harm if not provided: Tourism or recreation-related interests would not be represented in the proceedings related to the certification.

How General Assembly can help avoid harm, other than money: Ensure tourism/recreation interests by allowing a statewide tourism or recreation organization to serve as a party to the proceedings related to the certification

Other agencies whose mission the deliverable may fit within: S.C. Department of Natural Resources; and S.C. Forestry Commission

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 58-33-140.

Table 40.2. Data tracked and performance measures associated with Deliverable #13: Participate as one of the parties to proceedings related to certification required before construction of a major utility facility.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 41.1. Details about Deliverable #14: Serve as a member of the South Carolina Civil War Sesquicentennial Advisory Board.

Deliverable #14⁶⁶

Deliverable: Serve as a member of the South Carolina Civil War Sesquicentennial Advisory Board

Components: The purpose of the S.C. Civil War Sesquicentennial Advisory Board is to:

- (2) promote a suitable statewide observance of the sesquicentennial of the Civil War;
- (3) cooperate and assist national, state, and local organizations with programs and activities suitable for the sesquicentennial observance;
- (4) assist in ensuring that any observance of the sesquicentennial of the Civil War is inclusive and appropriately recognizes the experiences and points of view of all people affected by the Civil War; and
- (5) provide assistance for the development of programs, projects, and activities on the Civil War that have lasting educational value.

The duties of the board include:

- (1) plan, develop, and carry out programs and activities appropriate to commemorate the sesquicentennial of the Civil War era and encourage the development of programs that ensure the commemoration results in a positive legacy and have long-term public benefits;
- (2) encourage interdisciplinary examination of the Civil War;
- (3) facilitate Civil War related activities throughout the State;
- (4) encourage civic, historical, educational, economic, and other organizations across the State to organize and participate in activities to expand the understanding and appreciation of the significance of the Civil War;
- (5) coordinate and facilitate the public distribution of scholarly research, publications, and interpretation of the Civil War; and
- (6) provide technical assistance to local organizations and nonprofit organizations to further the commemoration of the sesquicentennial of the Civil War.

Greatest harm if not provided: Tourism or recreation-related interests would not be represented on the board.

How General Assembly can help avoid harm, other than money: Ensure tourism/recreation interests by allowing a statewide tourism or recreation organization to serve on the board.

Other agencies whose mission the deliverable may fit within: S.C. Department of Archives and History

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Section 60-11-150.

Table 41.2. Data tracked and performance measures associated with Deliverable #14: Serve as a member of the South Carolina Civil War Sesquicentennial Advisory Board.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Table 42.1. Details about Deliverable #16: Perform initial review of county and municipal applications for tourism infrastructure admissions tax certification.

Deliverable #16⁶⁷

Deliverable: Perform initial review of county and municipal applications for tourism infrastructure admissions tax certification

Components: Review applications for completeness, then forward to S.C. Department of Revenue (SCDOR) for approval determination.

Greatest harm if not provided: Elimination would discourage major tourism development.

How General Assembly can help avoid harm, other than money: Allow SCDOR to provide certification directly to qualified applicants

Other agencies whose mission the deliverable may fit within: S.C. Department of Commerce

Law change would be required to curtail or eliminate the deliverable.
Deliverable is required by S.C. Code Ann. Sections 12-21-6530, 12-21-6540 and 12-21-6550.

Table 42.2. Data tracked and performance measures associated with Deliverable #16: Perform initial review of county and municipal applications for tourism infrastructure admissions tax certification.

Customers/Clients	
Does the agency evaluate....	
customer satisfaction?	No
outcome obtained?	No
Does agency know the annual number of...	
potential customers?	No
customers served?	Yes

Costs	
Does the agency know the....	
cost it incurs, per unit?	No
Does the law allow the agency to...	
charge to cover the agency's costs?	No

Specific Performance Measures Tracked: None

Agency Recommendations - Executive Office

In the Program Evaluation Report, the Committee asks the agency to provide a list of recommendations related to internal changes and changes in laws, which may improve the agency's efficiency and effectiveness, or update antiquated laws. The agency's recommendations, which are listed below, relate to the agency's Executive Office and agency as a whole. Note, the law change recommendation number is the number utilized in the agency's Program Evaluation Report.

Law Recommendations

- #3: S.C. Code Ann. 13-11-10 through 13-11-150
- #4: S.C. Code Ann. 51-1-300 and 51-1-310
- #6: S.C. Code Ann. 51-1-60

Law Change Recommendation #3 - S.C. Code Ann. 13-11-10 through 13-11-150	
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 Change Recommendation #4 - S.C. Code Ann. 51-1-300 and 51-1-310	
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 style="text-align: center;">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. 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 Change Recommendation #6 - S.C. Code Ann. 51-1-60	
Law	<p>S.C. Code Ann. 51-1-60</p> <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>

(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 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.

(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;

(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;

(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.

(j) to promote economic diversity in all areas of the State by extending to them the full benefits of tourism and recreation development.

(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.

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-

	<p>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 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 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.</p>
Presented and Approved by Board/Commission	Has not been presented to Governor's Office
Other Agencies Potentially Impacted	None

Internal Changes

In terms of organizational structure, SCPRT has no current plans for significant reorganization at this time. In the past ten years, the agency has undergone significant reorganizations, primarily arising from budget reductions in fiscal years 2008-2009 and 2009-2010. These reorganizations included the elimination or restructuring of the following organizational units: Community and Economic Development; Recreation, Planning and Engineering; and Public Relations and Information. SCPRT has also added an organizational unit: Welcome Centers Facilities Maintenance. This unit was added after SCPRT took over full operational control of the Welcome Centers through a memorandum of understanding with S.C. Department of Transportation. Most recently, SCPRT has formed the Office of Recreation, Grants and Policy, which includes the grants program staff, who were formerly housed in Administrative Services, and the Assistant to the Director – Policy, who now serves as the Office Director.

SCPRT's current focus, in terms of staff and agency operations, is on succession planning, especially for leadership positions within the Central Office, State Parks Service, and Welcome Center Visitor Services (part of Tourism Sales and Marketing). Coordinated succession planning for the State Parks Service is especially critical due to the timing of the TERI sunset (June 30/July 1 – one of the busiest times of the year for State Parks) and the domino effect that occurs as leadership positions are filled in the State Parks Service.

COMMITTEE CONTACT INFORMATION



- Website - <http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php>
- Phone Number - 803-212-6810
- Email - HCommLegOv@schouse.gov
- Location - Blatt Building, Room 228

END NOTES

¹ Visual Summary Figure 1 is compiled from information in the agency's study materials available online under "Citizens' Interest," under "House Legislative Oversight Committee Postings and Reports," and then under "Parks, Recreation, and Tourism, Department of"

<http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyPHPFiles/ParksRecreationandTourism.php> (accessed May 24, 2018).

² Confirmed accurate by Justin Hancock, SCPRT in April 2018.

³ Confirmed accurate by Justin Hancock, SCPRT in April 2018.

⁴ S.C. Code Ann. Section 51-1-10.

⁵ S.C. Code Ann. Section 51-1-60(a).

⁶ S.C. Code Ann. Section 51-1-60(b).

⁷ S.C. Code Ann. Section 51-1-60(i). Other than funds specifically allocated to it by legislative appropriation or bond authorization.

⁸ S.C. Code Ann. Section 51-1-60(g).

⁹ S.C. Code Ann. Section 51-1-60(h).

¹⁰ S.C. Code Ann. Section 51-1-60(f). Also, 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 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.

¹¹ S.C. Code Ann. Section 51-1-60(g).

¹² S.C. Code Ann. Section 51-1-60(h).

¹³ S.C. Code Ann. Section 51-1-60(c).

¹⁴ S.C. Code Ann. Section 51-1-60(d). Also, no area, site, building, or other landmark shall be acquired for its historical significance without the approval of the Commission of Archives and History.

¹⁵ S.C. Code Ann. Section 51-1-60(e).

¹⁶ S.C. Code Ann. Section 51-1-60. Also, 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.

¹⁷ Agency PER, Strategic Plan Summary.

¹⁸ Agency PER, Strategic Plan Summary.

¹⁹ Agency PER.

²⁰ Agency PER, Comprehensive Strategic Plan Chart and Strategic Plan Summary Chart.

²¹ Department of Administration, Executive Budget Office, "2016-17 Accountability Report Technical Assistance Guide," under Agency Accountability Reports <http://www.admin.sc.gov/files/FY%202016-17%20Accountability%20Report%20Technical%20Assistance.pdf> (accessed July 21, 2017). See also, Agency PER.

²² Agency PER.

²³ Email from Justin Hancock, SCPRT, to Charles Appleby, House Legislative Oversight Committee, on May 17, 2018.

²⁴ Item numbers are the ones utilized in agency's program evaluation report.

²⁵ In some of the performance measures associated with the deliverables, an "n/a" may appear for target values in some of the performance measures. The agency states in the PER that the target values are listed as "n/a" for all input/activity measures 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. The agency states it 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. According to the agency, while these collections may be indicative of tourism business trends, they are also influenced by other extenuating factors, such as late tax payments or lump sum payments.

²⁶ Item numbers are the ones utilized in agency's program evaluation report.

²⁷ In some of the performance measures associated with the deliverables, an "n/a" may appear for target values in some of the performance measures. The agency states in the PER that the target values are listed as "n/a" for all input/activity measures 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. The agency states it 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. According to the agency, while these collections may be indicative of tourism business trends, they are also influenced by other extenuating factors, such as late tax payments or lump sum payments.

²⁸ Item numbers are the ones utilized in agency's program evaluation report.

²⁹ In some of the performance measures associated with the deliverables, an "n/a" may appear for target values in some of the performance measures. The agency states in the PER that the target values are listed as "n/a" for all input/activity measures 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. The agency states it 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. According to the agency, while these collections may be indicative of tourism business trends, they are also influenced by other extenuating factors, such as late tax payments or lump sum payments.

³⁰ Item numbers are the ones utilized in agency's program evaluation report.

³¹ In some of the performance measures associated with the deliverables, an "n/a" may appear for target values in some of the performance measures. The agency states in the PER that the target values are listed as "n/a" for all input/activity measures 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. The agency states it 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. According to the agency, while these collections may be indicative of tourism business trends, they are also influenced by other extenuating factors, such as late tax payments or lump sum payments.

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³⁶ Item numbers are the ones utilized in agency's program evaluation report.

³⁷ Item numbers are the ones utilized in agency's program evaluation report.

³⁸ Agency's PER, Comprehensive Strategic Finances Chart

³⁹ Agency PER, Comprehensive Strategic Plan Chart and Strategic Plan Summary Chart.

⁴⁰ Department of Administration, Executive Budget Office, "2016-17 Accountability Report Technical Assistance Guide," under Agency Accountability Reports <http://www.admin.sc.gov/files/FY%202016-17%20Accountability%20Report%20Technical%20Assistance.pdf> (accessed July 21, 2017). See also, Agency PER.

⁴¹ Agency PER.

⁴² Email from Justin Hancock, SCPR, to Charles Appleby, House Legislative Oversight Committee, on May 17, 2018.

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⁴⁹ Agency PER, Comprehensive Strategic Plan Chart and Strategic Plan Summary Chart.

⁵⁰ Department of Administration, Executive Budget Office, "2016-17 Accountability Report Technical Assistance Guide," under Agency Accountability Reports <http://www.admin.sc.gov/files/FY%202016-17%20Accountability%20Report%20Technical%20Assistance.pdf> (accessed July 21, 2017). See also, Agency PER.

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