

**Legislative Oversight Committee**  
South Carolina House of Representatives  
Post Office Box 11867  
Columbia, South Carolina 29211  
Telephone: (803) 212-6810 • Fax: (803) 212-6811



# **Restructuring & Seven-Year Plan Report Guidelines**

February 27, 2015

# COMMITTEE INFORMATION

## *Committee Information*

### **House Legislative Oversight Committee**

Post Office Box 11867  
Columbia, South Carolina 29211

**Telephone** 803-212-6810  
**Fax** 803-212-6811

Also, the agency may visit the South Carolina General Assembly Home Page (<http://www.scstatehouse.gov>) and click on "Citizens' Interest" then click on "House Legislative Oversight Committee Postings and Reports". This will list the information posted online for the Committee; click on the information the agency would like to review.

<http://www.scstatehouse.gov/citizens.php> (Click on the link for "House Legislative Oversight Committee Postings and Reports.")

# OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

## *Background*

Pursuant to Section 1-30-10(G)(1), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services.” (Annual Restructuring Report, Restructuring Report or ARR)

Pursuant to Section 1-30-10(G)(2), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “a seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period.” (Seven-Year Plan)

These questions and instructions are provided for the purposes of fulfilling the agency's requirement to the House Legislative Oversight Committee under these statutes. **Please note the agency's response will be published on the General Assembly's website.**

In completing these documents, having a copy of the Fiscal Year 2012-13 Accountability Report and Fiscal Year 2013-14 Accountability Report the agency submitted to the Executive Budget Office will be helpful.

## *Submission Process*

Please complete the information and answer the questions included on the following pages. Please note at the end there is a request to complete an Excel document with the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.). Therefore, for efficiency purposes, the agency may want to keep track of this information while answering the questions instead of waiting until the end.

All forms should be submitted electronically by March 31, 2015, to the House Legislative Oversight Committee ([HCommLegOv@schouse.gov](mailto:HCommLegOv@schouse.gov)) in both the original format (Word and Excel) and saved as a PDF for online reporting. The signed copy of the Submission Form with a hard copy of the forms and attachments should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson ([jenniferdobson@schouse.gov](mailto:jenniferdobson@schouse.gov)) or Charles Appleby ([charlesappleby@schouse.gov](mailto:charlesappleby@schouse.gov)).

# OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

## *Efforts to Avoid Duplication*

Please note at the end of each page in this report, the Committee includes the following:

Does the agency already provide the information requested on this page, or similar information, in a report required by a legislative entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency look in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

In the Excel document attached, there is a template to complete any questions which ask for the same information under the tab labeled, "Similar Information Requested." The Committee asks this at the end of every page because if the questions on that page seek information similar to information sought in another report to a legislative entity, we want to know so we may communicate with the legislative entity who requires the other report and determine the most efficient way to avoid duplication in the future.

In addition, notice that one section of this report requests the agency list all other reports it has to submit. The Committee is seeking this information to analyze and determine whether there are any recommendations the Committee may make, in collaboration with the other entities which require reports, in an effort to minimize the burden of all the reporting requirements on the agency while still ensuring all appropriate information is provided.

## *Looking Ahead*

The Restructuring Report, Seven-Year Plan and Oversight Study process are new for 2015. Each year the Committee will review information sought from agencies, the methods through which it is sought and any feedback received from agencies. Through this review, it is the Committee's goal to continually improve its processes and obtain greater effectiveness and efficiency for agencies and the Committee through revisions and updates both in the information it receives and way in which it is collected. The Committee looks forward to working with agencies to provide the most effective and efficient state government for the people of South Carolina.

# RESTRUCTURING & SEVEN-YEAR PLAN

## *South Carolina Dept. of Parks, Recreation & Tourism*

Date of Submission: *March 31, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
Agency Director	Duane Parrish	January 2011	<a href="mailto:dparrish@scprt.com">dparrish@scprt.com</a>
Previous Agency Director	Chad Prosser	February 2003	prosser.chad@gmail.com

	Name	Phone	Email
Primary Contact:	Duane Parrish	803-734-0170	<a href="mailto:dparrish@scprt.com">dparrish@scprt.com</a>
Secondary Contact:	Justin Hancock	803-734-1747	<a href="mailto:jhancock@scprt.com">jhancock@scprt.com</a>

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))  no

I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

Current Agency Director  
(Sign/Date):

(Type/Print Name): Duane Parrish

If applicable,  
Board/Commission Chair  
(Sign/Date):

(Type/Print Name):

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*Insert the appropriate page numbers once the agency has completed the report.*

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# EXECUTIVE SUMMARY

## I. Executive Summary

### A. Historical Perspective

1. Please complete the **Historical Perspective Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Historical Perspective." In this chart the Committee is asking the agency to provide a bullet style list of any major changes in the agency's purpose or mission and any restructuring that occurred (i.e., combining with or taking on other agency responsibilities, etc.) during the last ten years.

*See attached spreadsheet - p. 30*

### B. Purpose, Mission and Vision

1. Please complete the **Purpose/Mission/Vision Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Purpose, Mission." The other specifics are included in the template.

*See attached spreadsheet - p. 31*

### C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).

The list below includes both performance results listed in Section Five of this report, as well as other agency performance results relevant to the agency's overall mission and complementing the topline results explicitly identified in this report.

Performance Measure	FY 12/13 Value	FY 13/14 Value	Target Value
• State Park Revenue	\$22,332,204.24	\$24,039,396.65	\$25,100,000
• State Park Cabin Occupancy	66.26%	64.24%	66.00%
• State Park Cabins Average Daily Rate	\$87.15	\$93.74	\$96.75
• State Park Lodge Room Occupancy	36.24%	34.01%	40.00%
• State Park Campsite Occupancy	33.21%	34.58%	36.00%
• State Park Golf Rounds	32592	31,975	32,000

• State Park Corporate/Private Donations	\$107,750	\$179,912	n/a
• Check Off for State Parks Collections	\$38,482	\$47,316	n/a
• Number of RTP Grants	10	11	n/a
• Total Amount of RTP Grants	\$911,922	\$778,282	n/a
• Number of PARD Grants	59	106	n/a
• Total Amount of PARD Grants	\$653,094	\$1,250,519	n/a
• Number of LWCF Grants	3	3	n/a
• Total Amount of LWCF Grants	\$375,000	\$750,000	n/a
• Number of TAG Grants	57	66	n/a
• Total Amount of TAG Grants	\$1.51 million	\$1.56 million	n/a
• Cooperative Advertising Sales Total	\$161,850	\$292,301	n/a
• Welcome Center Advertising Sales Total	\$78,752	\$127,240	n/a
• Visitors Guide Sales Total	\$397,000	\$368,005	n/a
• Website Advertising Sales Total	\$60,000	\$40,564	n/a
• Total Number of SC Film Hires	913	2,686	n/a
• Total Amount of Film-Related SC Spending (qualified and unqualified spend)	\$17,895,427	\$19,018,257	n/a
• Total Number of Film-Related Hotel Nights	10,209	20,239	n/a
• Number of State Parks Projects Completed	9	7	n/a
• Number of Approved TODS Applications	n/a	22	n/a
• Welcome Center Accommodations Reservations	13997	13,755	n/a
• Welcome Center Attractions Reservations	3147	4344	n/a
• Percent of Leisure Travel Ad-Aware Households in Target Markets	19%	38%	n/a
• Total Accommodations Tax Collections	\$50,910,208.15	\$55,356,170.15	n/a
• Total Admissions Tax Collections	\$34,029,126.22	\$34,053,135.21	n/a
• Statewide Hotel Occupancy Rate	56.40%	58.00%	61.30%
• Statewide Hotel RevPAR Rate	\$51.59	\$55.06	\$60.56

# ORGANIZATIONAL PROFILE

## *II. Organizational Profile*

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;

- a. Complete the **Key Deliverables Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."

*See attached spreadsheet - p. 32*

2. The agency's key customers and their requirements and expectations;

- a. Complete the **Key Customers Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"

*See attached spreadsheet - p. 33*

3. The agency's key stakeholders (other than customers);

- a. Complete the **Key Stakeholders Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"

*See attached spreadsheet - p. 34*

4. Other state agencies which have the biggest impact on the agency's mission success;

- a. Complete the **Key Partner Agency Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."

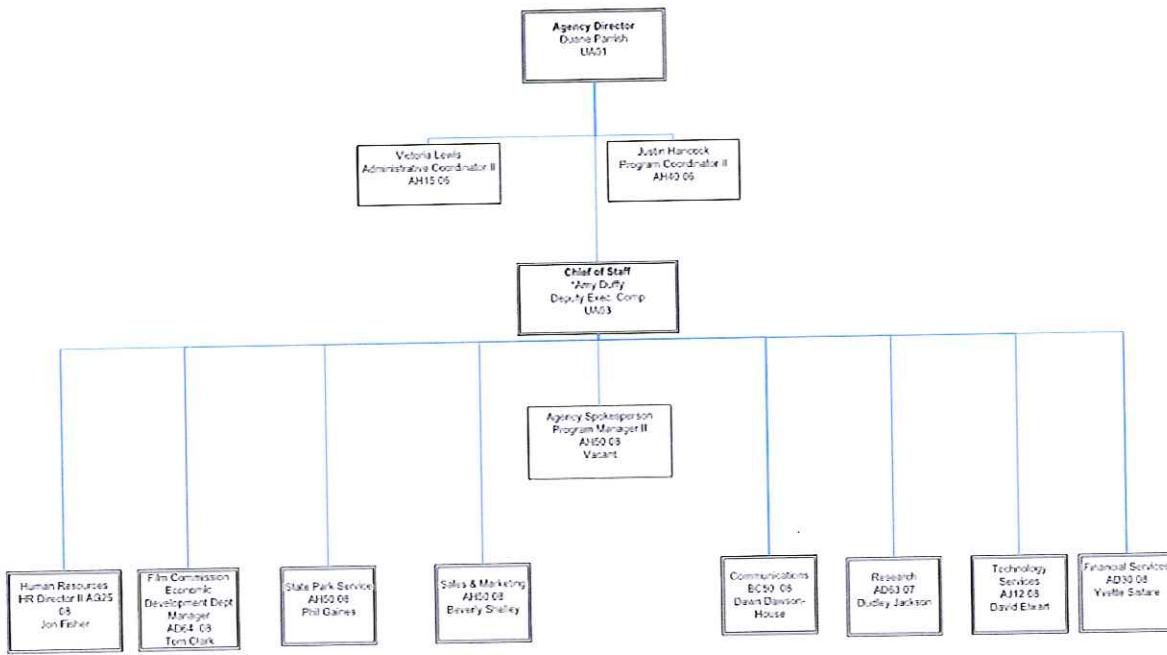
*See attached spreadsheet - p. 35*

5. The agency's performance improvement system(s);

- Annual State Parks Planning Meetings
- Annual Advertising Effectiveness Studies
- Annual State Parks Managers Conference
- Annual Welcome Center Conference

6. The agency's organizational structure in flow chart format;

## S.C. Department of Park Recreation & Tourism



\* Denotes At-Will

7. Details about the body to whom the Agency Head reports;
  - a. Complete the **Overseeing Body Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."

*See attached spreadsheet - p. 36 - 37*
8. Please complete the **Major Program Areas Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."

*See attached spreadsheet - p. 38 -39*

9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

No emerging issues anticipated.

# ORGANIZATIONAL PROFILE

## *III. Laws (Statutes, Regulations, Provisos)*

This section asks for state and federal statutes, regulations and provisos ("Laws") which apply to the agency.

1. Please complete the **Legal Standards Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Legal Standards." In this Chart, please list all state and federal statutes, regulations and provisos that apply to the agency ("Laws"). The other specifics are included in the template.

*See attached spreadsheet - p. 40*

## *IV. Reports and Reviews*

This section asks for information about reports the agency is required to submit to a legislative entity and the agency's internal review process.

1. Please complete the **Agency Reporting Requirements Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Agency Reporting Requirements." In this Chart, please list all reports, if any, the agency is required to make to a legislative entity. The specifics as to each report are included in the template.  
*See attached spreadsheet - p. 41*
2. Please complete the **Internal Audit Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Internal Audits."  
*See attached spreadsheet - p. 42*

# RESTRUCTURING REPORT

## *V. Key Performance Measurement Processes*

This category examines the agency's performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

Address only top-level results showing aggregate measures of agency-wide performance that are reflective of the value added to customers. Please include comparative data as applicable. These results are typically captured in performance goals and planning documents. When determining which processes are "key processes" consider the business impacts, and select those processes that are most important to the customer (both internal and external) to satisfy their requirements and/or those processes with problem areas identified by management.

Note: Results information (i.e., each chart, graph, table) reported for this category should be referenced to the specific question number (Ex. Chart 5.1-1, Graph 5.1-2, Table 5.1-3). The third digit identifies the sequential position of the specific chart, graph or table included in the agency's responses to each questions.

**For each performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:**

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
  - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
  - ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
  - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
- c. Trends the agency has seen and the method by which it analyzes trends in these results.
- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
  - i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

# RESTRUCTURING REPORT

## V. Key Performance Measurement Processes (cont.)

### A. Results of Agency's Key Performance Measurements

#### Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

#### State Parks Revenue

SCPRT measures overall State Parks Revenue to determine the State Parks usage trends. State Parks revenue, which can be broken down into precise categories, provides more comprehensive information for overall visitation trends.

#### State Parks Revenue Trend

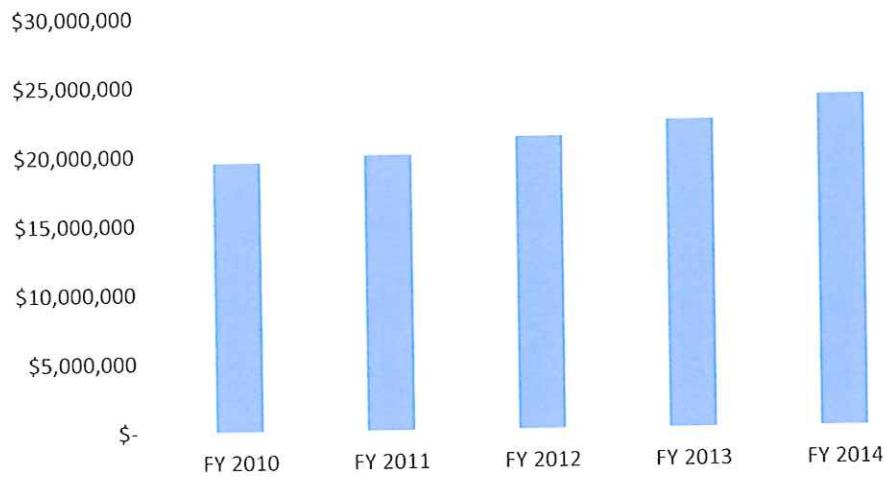


Chart 5-1-1

a.i. Like South Carolina, Indiana, Oklahoma and Kentucky State Park Systems apply a business-minded approach to their respective State Parks operations, utilizing their natural and recreational assets to generate revenue for their State Parks, and identifying opportunities to increase revenue streams through capital improvement projects.

a.ii. While South Carolina State Parks works to consistently increase revenue, as well as overall operational self-sufficiency, it does not use other states' revenue totals as benchmarks. The major reason for this is each state's park system inventory is drastically different. In some cases, like Oklahoma, the State Parks system is

comprised entirely of recreational venues, which provides greater opportunities for revenue generation than historic or natural sites. In other cases, such as Kentucky, the State Park system includes a vastly larger inventory of facilities for short term lease, such as lodges for corporate meetings or group events.

a.iii. SCPRT considers the collective membership of the National Association of State Park Directors as an expert in the area of State Parks operations and revenue generation. This group annually exchanges information about each member's respective State Park System and routinely discusses best-practices for State Parks operations.

b. State Parks revenue is reviewed monthly by Agency Director Duane Parrish, Chief of Staff Amy Duffy, State Parks Director Phil Gaines, and Finance Director Yvette Sistare. In addition, this information is shared monthly with all SCPRT staff and incorporated into the agency's e-newsletter, which is available to the public.

c. South Carolina State Parks has experienced consistent increases in State Parks revenue over the past few years. This information is reviewed monthly and annually to determine which sources of revenue are performing well and which sources could use improvement. The agency employs a yield-management system to its State Parks accommodations in order to minimize seasonality of overnight accommodations.

d. The agency has reasonable control over State Parks revenue generation due to its use of a Central Reservation System for accommodations and a Point of Sale system for State Parks retail. This allows the agency to adjust its efforts according to trends in demand. However, since a significant portion of State Parks accommodations includes camping, weather is, at times, a significant and uncontrollable factor impacting overall State Parks usage.

### **Advertising Effectiveness**

SCPRT measures the overall effectiveness of its leisure travel marketing efforts through an annual advertising effectiveness study. This study provides information on the effectiveness of the agency's advertising among its targeted markets, and also provides further details on the effectiveness of specific media types and messaging utilized for each advertising campaign. The results from these studies are then used to inform marketing planning and decisions for subsequent advertising campaigns.

### SCPRT Advertising Effectiveness Trend

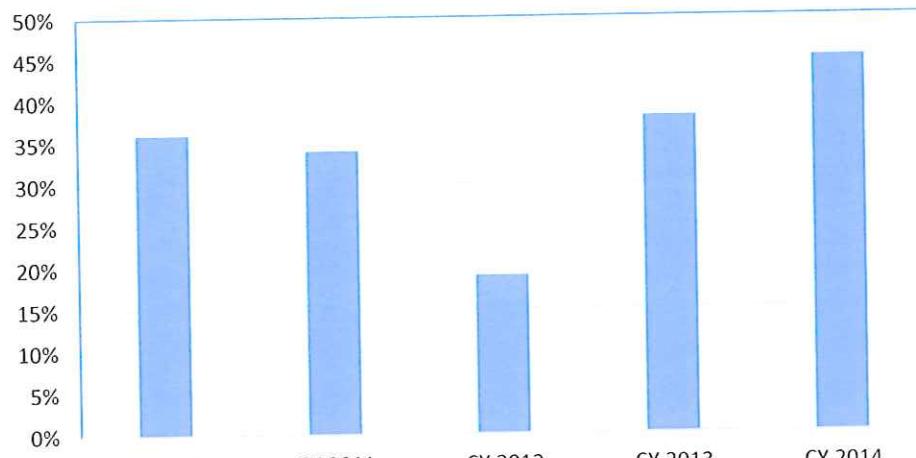


Chart 5-1-2

a.i. Not all State Tourism Office's publicly publish their Advertising Effectiveness Studies (for example, the effectiveness study for Georgia's tourism advertising is available only to member businesses and organizations within the state.) North Carolina does publicly publish their annual report. According to their 2014 report, North Carolina's tourism marketing campaign experienced an advertising recall of 45% of their target audience – the same level as South Carolina for 2014. While ad effectiveness information is available for a select few states, such as California and Wyoming, this data is not especially useful or relevant for comparison to South Carolina's results because they are not considered "competitor states" for tourism business.

a.ii. SCPRT does not regularly review the available ad effectiveness data from other states because this data cannot be used to inform SCPRT's marketing strategies. Ad effectiveness levels can be influenced positively or negatively by a multitude of aspects within a specific advertising campaign, such as types of media outlets used and focus of messaging. In addition, the geography of the campaign's target audience can also heavily influence ad effectiveness results. Because these factors can heavily influence advertising recall results, it is not meaningful to make comparisons or correlations between advertising campaigns from two or more distinct destinations. SCPRT does not have a defined benchmark or goal for each year's advertising effectiveness results; however, the agency does strive to use insights from these reports to improve ad effectiveness year over year and, ultimately, influencing more travel to the state.

a.iii. The agency considers the Travel & Tourism Research Association as experts in the field of tourism marketing research. This association is comprised of Tourism Research Directors from State Tourism Offices, educators, research providers and consultants and end-users of research. The primary contact email for TTRA is [info@ttra.com](mailto:info@ttra.com).

b. Advertising Effectiveness is reviewed annually by Agency Director Duane Parrish, Chief of Staff Amy Duffy, Research Director Dudley Jackson, and Marketing Director Beverly

Shelley. This information is also shared with SCPRT's ad agency of record, as well as SCPRT's marketing staff.

- c. With the exception of CY 2012, SCPRT has experienced consistent levels of advertising effectiveness over the past few years. For the most recent campaign, SCPRT advertising reached a high of 45% recall in the target consumer market. In addition, SCPRT's advertising focus on Undiscovered South Carolina, specifically the BBQ Trail campaign and the more recent outdoor recreation campaign, have proven especially effective at raising awareness of South Carolina's vast tourism experience opportunities and motivating greater visitation to the state's Undiscovered destinations. According to research results, the 2014 campaign generated 366,000 visits to Undiscovered South Carolina destinations.
- d. The agency has a moderate level of control over the results of its advertising effectiveness in that experiences and results from past campaigns can be used to inform marketing planning decisions and set expectations for performance results. However, the continual changes in available media platforms, especially those involved with social or mobile media, include some variability that is beyond prediction. In addition, because consumer habits and demands also change consistently, it is necessary to continually evolve South Carolina's tourism marketing message and focus in order to keep content fresh and relevant for consumers, which also affects the degree of control the agency has over results expectations.

#### **Mission Efficiency**

- 2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?)) including measures of cost containment, as appropriate?

#### **State Parks Operational Self Sufficiency**

Since FY 11, SCPRT has made continuous efforts to improve the operational self-sufficiency in the State Parks system by controlling expenditures and identifying opportunities for enhanced revenue generation. Since FY 11, operational self-sufficiency has increased from 85% to nearly 90% in FY 14. Improving operational self-sufficiency allows SCPRT greater flexibility to address State Parks' deferred maintenance needs, as well as improving overall operations processes within the system.

## State Parks Operational Self-Sufficiency

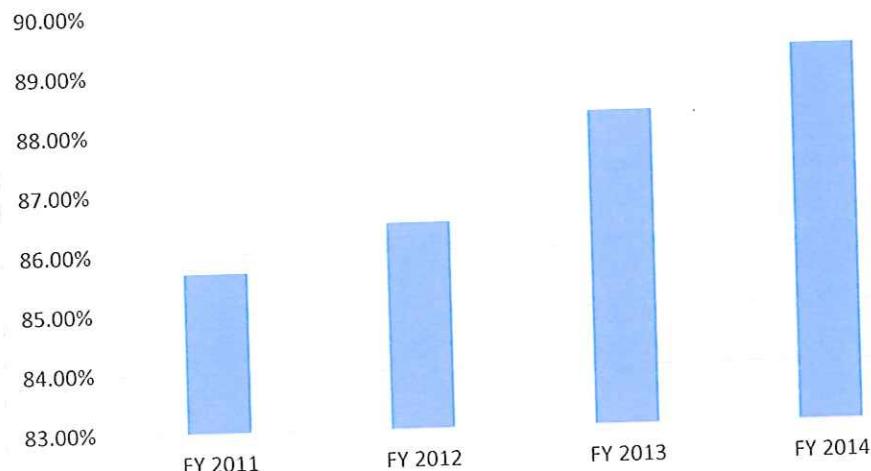


Chart 5-2-1

a.i. South Carolina State Parks ranks 1<sup>st</sup> in operational self-sufficiency among the southeastern states' State Parks systems. Nationally, South Carolina State Parks ranks 7<sup>th</sup>. South Dakota, Oklahoma and New Hampshire rank 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> respectively – each operating at or above 100% operational self-sufficiency. However, New Hampshire achieves self-sufficiency through leasing their state-owned ski resorts. For comparative purposes, South Carolina State Parks are best compared to South Dakota, Oklahoma and Indiana, which ranks 8<sup>th</sup>), since these state park systems include similar property inventories and apply similar business strategies to improving self-sufficiency.

a.ii. Achieving 100% operational self-sufficiency is an overall goal for South Carolina State Parks; however, each year's benchmark is set using the previous year's performance levels. In order for operational self-sufficiency to be meaningful, it must be achieved in a way that is sustainable year over year. To that end, SCPRT analyzes results from improvement efforts each year and uses these results to determine areas or opportunities for further improvement.

a.iii. As mentioned in the previous section, SCPRT considers the National Association of State Park Directors as a collective body of experts in the area of operational self-sufficiency. This association meets regularly to discuss best practices for achieving self-sufficiency.

b. Operational self-sufficiency is reviewed monthly and annually by Agency Director Duane Parrish, Chief of Staff Amy Duffy, State Parks Director Phil Gaines, and Finance Director Yvette Sistare.

c. As illustrated above, South Carolina State Parks has achieved continuous improvements in operational self-sufficiency since FY 11, reaching nearly 90% in the last fiscal year. This has been achieved through the implementation of revenue enhancement efforts mentioned in the previous section.

d. As with State Parks revenue generation, SCPRT has a moderate level of control over the results of this performance measure. SCPRT continuously monitors revenue streams as well as expenditures for State Parks, seeking opportunities to improve both in order to achieve greater self-sufficiency. However, just as weather can have a significant impact on revenue, it can also positively or negatively impact overall expenditures and ultimately affect operational self-sufficiency as well.

### Tourism Advertising Sales

SCPRT derives revenue from its Advertising Sales Program by offering in-state tourism industry partners cooperative advertising opportunities that include a variety of magazine and interactive programs. SCPRT purchases advertising units and then brokers a portion of the units to its partners at a discounted rate. This allows South Carolina and its partners to have a greater, more frequent presence in the consumer marketplace. SCPRT reinvests the revenue from this program into its media buy. In addition, SCPRT offers in-state partners the opportunity to purchase advertising at the state's nine Welcome Centers, its tourism website, and also in the state's annual visitor's guide. The level of partner participation in this program is also used to measure the overall effectiveness and relevancy of SCPRT's marketing efforts for in-state tourism destination marketing organizations.

### Tourism Advertising Sales



Chart 5-2-2

a.i. Advertising sales information from other state tourism offices is typically not publicly available, therefore, SCPRT does not have any other state's data to compare directly to its own advertising sales. In addition, advertising sales opportunities can vary widely by state, dependent upon each state's overall marketing priorities, media platforms utilized and availability of cooperative sales opportunities.

a.ii. SCPRT does not use data from other states or organizations to provide benchmarks for its own advertising sales program. SCPRT gauges the effectiveness and efficiency of this program by analyzing levels of partner participation and uses this information to inform future marketing and sales opportunity plans.

a.iii. Because this type of data is often not openly shared, there is no identified individual or organization expert for tourism advertising sales. Each state's advertising sales program is unique to that state's tourism office.

b. Tourism advertising sales results are reviewed regularly by Agency Director Duane Parrish, Agency Chief of Staff Amy Duffy, and Marketing Director Beverly Shelley.

c. As illustrated above, SCPRT has experienced gradual increases in overall partner participation and sales results. The Welcome Center and Website advertising sales programs have been in operation for two full fiscal years, and each has experienced results that exceeded initial expectations. In addition, for the past three years, SCPRT has generated enough revenue through advertising sales in the annual visitor's guide to fully fund production of the guide.

d. The agency has a moderate level of control over this result. By analyzing partner participation levels year over year, the agency can ascertain which opportunities work best for in-state tourism partners and adjust its sales program accordingly. The only variable for this result is the overall state of the economy, which can impact in-state partner's available funds for participation in SCPRT's advertising sales programs.

#### Quality (Customer Satisfaction)

3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services)) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

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

The Governor's Conference on Tourism & Travel is South Carolina's largest gathering of tourism industry leaders. Over the last 50 years, the annual conference has been attended by participants representing a wide variety of backgrounds including destination management organizations, regional tourism associations, accommodations, attractions, advertising agencies, economic development companies and various media companies. Other stakeholders include publishing firms, trade publications, technology providers and universities. Each year, conference attendees are invited to rate the various elements of the conference in the Participant Feedback Survey. These components include agenda structure, general and breakout session, meal functions and on or off-site activities. Results from these surveys are used in the planning processes for future conferences. The chart below provides the total number of ratings these various components received for each year's conference.

	Excellent	Very Good	Excellent / Very Good	Average	Below Average	Poor
2011	189	253	81%	86	18	1
2012	157	251	75%	131	16	2
2013	195	302	78%	128	9	0
2014	199	348	76%	140	19	2

Table 5-3-1

a.i. In addition to seeking input from SC Governor's Conference attendees, SCPRT staff also identifies best practice approaches employed by national-level tourism organization conferences, including the US Travel Association's annual ESTO conference and Destination Marketing Association International's (DMAI) annual convention. When appropriate, these best practices are employed by SCPRT to improve the overall attendee experience at South Carolina annual tourism conference.

a.ii. SCPRT does not directly compare results from other organizations' conferences or conventions because, often, performance level results are not made publicly available. Instead, SCPRT utilizes attendee feedback and programmatic ideas from other organization's conferences to continuously improve the attendee experience and stay current with the new trends and opportunities in the travel and tourism industry.

a.iii. SCPRT considers the US Travel Association as an expert for tourism conference programming. The contact information for the US Travel Association is [esto@ustravel.org](mailto:esto@ustravel.org).

b. Attendee feedback is reviewed annually by Agency Director Duane Parrish, Agency Chief of Staff Amy Duffy, and Marketing Director Beverly Shelley.

c. Overall, SCPRT has experienced very positive feedback from its attendees, with many components of the conference receiving a majority of "excellent" or "very good" responses.

d. SCPRT has a moderate level of control over these results, particularly in the areas of agenda structure, general and breakout session programming and on or off-site activities.

#### Welcome Center Guest Services

Each year the state's nine welcome centers provide travel assistance to over one million visitors to South Carolina. These travel services range from basic travel information and travel route planning to reservation assistance with South Carolina hotels and attractions. This provides a benefit not only to visitors to South Carolina, but also tourism-related businesses in the state.

Total Visitors			Total Other Reservations (Attractions, etc.)			Total Accomodations Reservations			Total Reservations		
FY 14	FY 13	% Change	FY 14	FY 13	% Change	FY 14	FY 13	% Change	FY 14	FY 13	% Change
1,052,876	1,119,670	-5.966%	4,344	3,147	38.036%	13,755	13,997	-1.729%	18,099	16,902	5.57%

Table 5-3-2

a.i. This type of data is not publicly available from other state's welcome center programs; therefore, SCPRT does not use comparative data to set benchmarks for this program.

a.ii. SCPRT does not use comparative data to set benchmarks for this program. Instead, it utilizes program performance results, employee and stakeholder input to identify opportunities and areas for improvement. One such recent improvement is the interior renovation at the Landrum Welcome Center. The newly redesigned Welcome Center interior provides a more spacious environment for welcome center guests and features enhanced technology tools that allow welcome center staff and visitors better access to travel information.

a.iii. Because comparative data is not available, there is no identified individual or organizational expert for welcome center guest services.

b. Welcome Center visitor services data is reviewed regularly by Agency Director Duane Parrish, Chief of Staff Amy Duffy and Marketing Director Beverly Shelley.

c. Overall, SCPRT has experienced marginal variance in the number of total visitors to the state's welcome centers over the past few years; however, total reservations assistance has continued to experience incremental increases, despite the variability of total visitation numbers.

d. SCPRT has a moderate level of control over this result and Welcome Center staff strives to provide quality customer service to all visitors to the state's welcome centers. SCPRT anticipates that the continued integration of new technologies for welcome center guest services will enhance and improve customer service levels overall in the program.

### Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

### Workforce Training

While various types of training opportunities exist for all SCPRT staff, the two areas of highest concentration for workforce training are State Parks and Marketing – Welcome Center program, which also account for the greatest percentages of overall staff numbers at SCPRT.

Welcome Center staff are required to have a broad knowledge of the state, including its tourism experience inventory, basic geography and state history, in order to provide quality customer service to Welcome Center guests. After a Welcome Center employee has worked in the program a minimum of three years and participated in at least ten familiarization tours, the employee is eligible to take the National Certified Travel Counselor Exam, which has been developed in conjunction with the US Travel Association. Currently, 24 of the 36 Welcome Center program FTEs have passed this exam and received certification. Each certified employee must retake the exam every 5 years in order to retain this certification.

South Carolina State Parks offers a variety of training opportunities for its employees including CPR and First Aid, equipment safety training and public safety training courses.

Class	Attendees	Hours
Baton & OC	36	8
CPR/AED/First Aid	162	8
DDC	92	12
Chainsaw	10	16
Firearms	8	16
Grounds Defense	43	4
Traffic Control	43	4
Night Firing & Handcuffing	52	8
Monthly Safety Meeting (park level)	160	6
Quarterly Safety Meetings (region level)	54	8
Ranger In-service (operations)	72	9
<b>TOTALS:</b>	<b>732</b>	

Table 5-4-1

a.i. Throughout the US, there are only two other states that have tourism and state parks housed within the same agency – Arkansas and Kansas. In the case of Kansas, the department also includes natural resources. For the purposes of comparison between agencies, only these two may be aptly compared to operations at SCPRT since only these two offer a similar scope of overall services.

a.ii. SCPRT does not use other state agencies' performance levels to provide benchmarks for its operational efforts, including workforce training. Instead, SCPRT identifies opportunities for improvement in workforce training through the annual EPMS process, and other performance improvement processes such as Annual Park Planning meetings, the Annual Park Managers Conference and the Annual Welcome Center Conference.

a.iii. For State Parks training, the agency considers the National Association of State Park Directors as an organizational expert for workforce training. For tourism and other workforce training, the agency considers the collective membership of the US Travel Association as an expert organization.

- b. Workforce training is reviewed regularly by Agency Director Duane Parrish, Chief of Staff Amy Duffy, Human Resources Director Jon Fisher, Marketing Director Beverly Shelley, and State Parks Director Phil Gaines.
- c. Since FY 11, SCPRT has continued to see improvements in workforce training participation levels and agency leadership consistently encourages workforce training at all staff levels.
- d. The agency has a high degree of control over this result. While most training is not mandatory, it is highly encouraged by agency leadership.

### **Workforce Retention**

In general, SCPRT experiences a very high workforce retention rate. Of the 378 FTE positions within the agency, only 51 positions experienced vacancies in FY 14, yielding an overall retention rate was nearly 86.5%, with the majority of turnover occurring in the State Parks program.

- a.i. Throughout the US, there are only two other states that have tourism and state parks housed within the same agency – Arkansas and Kansas. In the case of Kansas, the department also includes natural resources. For the purposes of comparison between agencies, only these two may be aptly compared to operations at SCPRT since only these two offer a similar scope of overall services.
- a.ii. SCPRT does not use other state agencies' performance levels to provide benchmarks for its operational efforts, including workforce retention. Given the high level of workforce retention the agency continually experiences, this is not considered an area of needed improvement by agency leadership. Incremental turnover provides opportunities for professional development among existing staff and is, overall, good for agency operations.
- a.iii. For workforce retention, the agency considers the collective memberships of the US Travel Association and the National Association of State Parks Directors as expert organizations.
- b. Workforce retention levels are regularly reviewed by Agency Director Duane Parrish, Chief of Staff Amy Duffy and Human Resources Director Jon Fisher.
- c. SCPRT has experienced consistently high retention rates since FY 11 in all program areas.
- d. SCPRT has a moderate level of control over this result and is, overall, satisfied with its current retention levels.

## Operational/Work System Performance

5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

### State Parks Capital Improvement & Deferred Maintenance Projects

Addressing deferred maintenance projects and identifying capital improvement project opportunities is critical for ensuring a quality visitor experience at South Carolina State Parks. Many of these projects are critical to maintaining State Parks operations. Each year, agency leadership determines priority projects for the State Park System and, at the end of each year, reviews progress toward addressing these projects in an annual engineering report. The list below includes all State Parks projects completed in FY 14.

#### Projects Completed FY 2014

##### Hamilton Branch Paving Phase 1

Oconee Foothills Parking

Fishing Pier for Hartwell

Fishing Pier for Sadlers Creek

Santee Lift station Upgrades

Cheraw Pro Shop Roofing

Andrew Jackson Campground Paving

Table 5-5-1

a.i. South Dakota, Oklahoma and Kentucky State Parks Systems are comparable to South Carolina's State Parks in terms of property inventory and employing business-minded strategies for State Parks development projects.

a.ii. SCPRT does not directly compare its results to other State Park Systems because of the uniqueness of funding each state's park systems experience. Instead, SCPRT focuses on identifying projects that are the most critical to State Parks operations or ones that potentially provide greater revenue to State Parks, allowing SCPRT to improve operational self-sufficiency and creating better opportunities for the agency to further address deferred maintenance needs.

a.iii. The agency considers the collective membership of the National Association of State Park Directors as an organizational expert on State Parks Deferred Maintenance and Capital Improvement Projects.

b. These results are reviewed regularly by Agency Director Duane Parrish, Chief of Staff Amy Duffy, State Parks Director Phil Gaines and Finance Director Yvette Sistare.

c. The agency has continued to make significant progress in addressing deferred maintenance issues. In the current fiscal year, sewer system replacements have been completed at Santee and Table Rock State Parks, river access improvements have been completed at Givhans Ferry State Park and cabin renovations have been completed at Table Rock State Park. In addition, campsite improvements are currently underway at Lake Greenwood State Park and repaving at Myrtle Beach State Park is expected to begin in summer 2015. Each of these projects further ensures the integrity of the State Park System and better ensures a quality experience for visitors to these parks.

d. The agency has a moderate level of control over these results; however, identifying and securing funding for these project remains a significant challenge.

### Tourism Advertising Grants

In FY 12, the tourism marketing grant program (formerly known as TPF) was redesigned in order to ensure the equitable distribution of grant funds to in-state tourism and destination marketing organizations. The new program (TAG – Tourism Advertising Grant) was specifically designed to assist tourism organizations with the purchase of paid advertising, allowing SCPRT to ensure the most effective utilization of grant funds. Prior to FY 12, the number of applications for the agency's marketing grant program far outpaced available funding for this program, requiring the agency to utilize a scoring system to determine which applicants could receive funding. Since the program change, SCPRT has been able to satisfy nearly all eligible grant applications, providing greater equitability among the agency's key stakeholders.

TPF 2011/2012	31 grants	\$1.3MM
TAG 2012/2013	52 grants	\$1.3MM
TAG 2013/2014	57 grants	\$1.514MM
TAG 2014/2015	66 grants	\$1.555MM

Table 5-5-2

a.i. Many state tourism agencies offer marketing grant programs for in-state partners, however the size and scope of these programs varies drastically depending on each respective agency's budget and marketing priorities. For those reasons, SCPRT does not regularly track program processes utilized by other state tourism offices.

a.ii. The agency does not use another state's tourism grant program to set benchmarks for its own program. Instead, the agency relies on feedback from in-state tourism partners and trends in grant applications to determine best practices for the grants program and its administration.

a.iii. The agency considers the collective membership of the US Travel Association as an organizational expert for tourism advertising grant programs.

b. Tourism Advertising Grants results are reviewed annually by Agency Director Duane Parrish, Chief of Staff Amy Duffy and Marketing Director Beverly Shelley.

c. As illustrated in the table above, since changing the parameters of the program in FY 12, SCPRT has experienced greater process improvements in the program. Allowing only paid advertising purchases has simplified the review and verification process for the grant's administrator and also allowed broader and more equitable funding among grant applicants.

d. SCPRT has a moderate level of control over these results and will continue to adjust this program to keep current with the demands of its key stakeholders.

# RESTRUCTURING REPORT

## V. Key Performance Measurement Processes (cont.)

### B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?

Of the performance measures listed in subsection A, the three most critical to achieving the overall agency mission are the tourism advertising effectiveness, State Parks operational self-sufficiency, and Welcome Center guest services.

### C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.
  - ReportServer –Where all reports for all applications stores
  - Enterprise – Enterprise Database
  - SCPRTWeb – SCPRT.com website and Park's website (Entire Agency; State Parks)
  - FilmSC – FilmSC.com website and Park's website (State Parks; Film Office)
  - ParkMaintenance – Park Maintenance Tracking (State Parks)
  - ParkRev – Park Revenue Tracking (State Parks)
  - Footprints – Help desk software / database (Technology Services)
  - Intranet (Entire Agency)
  - orms\_sc - Central Reservation System data from Reserve America (State Parks)
  - CounterpointSQL – Point of Sale database (State Parks)

### D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?

No, the agency does not have any recommendations for restructuring. Housing the state's tourism office, State Parks program, and the state's film office in one, comprehensive

agency allows each program to utilize resources across agency functions and optimize overall agency operations. For example, State Parks employs many of the same marketing strategies utilized by the tourism marketing program and shares resources to achieve a common goal – increasing overall visitation to South Carolina. Along the same lines, the inclusion of the film office allows SCPRT the opportunity to capitalize on the exposure generated through TV and film projects, while also sharing resources with film office staff.

- a. If yes, please provide the agency's suggestions.

# SEVEN-YEAR PLAN

## VI. Seven-Year Plan

### A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens?

Yes – State Parks Operational Self-Sufficiency; Welcome Center Renovations

If yes, go to Current/Recommended Actions Section.

If no, skip Current/Recommended Actions Section and go to Additional Questions.

### B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.

SCPRT currently has two ongoing initiatives to deliver greater cost efficiency and programming effectiveness. The first is achieving operational self-sufficiency for South Carolina State Parks, which will be achieved by applying cost containment measures and enhancing revenue potential for State Parks. In the most recent full fiscal year, South Carolina State Parks experienced nearly 90% operational self-sufficiency, which was the result of utilizing yield management strategies, enhanced programming and marketing efforts. In addition, SCPRT is in the process of constructing new revenue-generating products that will bring in greater revenue, such as the Splash Pad at Sesquicentennial State Park. Personnel overseeing or responsible for this initiative include Agency Director Duane Parrish, Chief of Staff Amy Duffy, State Parks Director Phil Gaines, Finance Director Yvette Sistare, State Parks Marketing Coordinator Gwen Davenport, as well as numerous field staff, who directly implement new programming and provide feedback for the Central Office.

SCPRT is also currently undertaking renovation processes for the state's nine welcome centers. Renovation plans include incorporating new technology for visitor services, improved landscaping and grounds keeping, and phased complete reconstruction of all welcome center facilities. The agency believes that the reconstructed centers will ultimately provide greater utilities efficiencies and the updated technology platforms will enhance available visitor services for the traveling public. Personnel involved in this process include Agency Director Duane Parrish, Chief of Staff Amy Duffy, Marketing Director Beverly Shelley, Visitor Services Manager Devon Harris, and State Parks Engineer David Simms.

2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?

Achieving 100% operational self-sufficiency will allow the State Park Service to direct more focus to its list of deferred maintenance projects at State Parks and, overall, provide an enhance visitor experience for State Parks' visitors.

Reconstructed Welcome Centers will provide cost-savings (amount undetermined at this point) through better utilities efficiencies and provide better travel services for visitors to the state's welcome centers.

3. Is legislative action required to allow the department/agency to implement the current or recommended actions?

Legislative action is not required to implement these actions, however all projects must be approved by the JBRC and the Budget and Control Board.

4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.

n/a – no legislative changes are necessary to complete these actions.

5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.

For State Parks operational self-sufficiency, SCPRT will continue to implement yield management strategies for State Parks accommodations, with the aim of lessening some of the seasonality for usage. In addition, SCPRT continues to enhance the State Parks product, which encourages greater visitation and revenue.

For welcome center improvements, SCPRT has already implemented technology enhancements at the Landrum Welcome Center, which will serve as the pilot center for testing the effectiveness of these new technologies. In addition, SCPRT has developed reconstruction plans for the centers at Hardeeville and Fort Mill, and is developing plans for reconstruction at other centers.

6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

SCPRT continues to make progress toward operational self-sufficiency for State Parks, which has increased nearly 5% over the past four years. Given this trend, and barring any overwhelming natural disasters such as a major hurricane, the agency anticipates that the State Parks System will achieve 100% operational self-sufficiency within the next five years.

Reconstruction plans for Welcome Centers have an estimated completion timeline of approximately 6 – 8 years, given continued available funding for these projects. The agency

plans to implement reconstruction in a phased approach, focusing on two centers for each phase.

Now go to Additional Questions.

# SEVEN-YEAR PLAN

## VI. Seven-Year Plan (cont.)

### C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?

1. Effectively marketing South Carolina as a travel and tourism destination
2. Providing quality visitor services at South Carolina State Parks
3. Providing quality guest services at South Carolina's Welcome Centers

2. What are the fundamentals required to accomplish the objectives?

Continuous sufficiency funding to effectively implement program and achieve objectives; key stakeholder and partner support; greater public understanding of the impact of tourism on South Carolina and the value of State Parks for everyday quality of life.

3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?

[www.scprt.com](http://www.scprt.com)

[www.discoversouthcarolina.com](http://www.discoversouthcarolina.com)

[www.southcarolinaparks.com](http://www.southcarolinaparks.com)

[www.filmsc.com](http://www.filmsc.com)

4. Is there any additional information the agency would like to provide the Committee or public?

SCPRT has and will continue to strive to enhance the state's economy and improve the quality of life in South Carolina through tourism, film, parks and recreation opportunities. The agency believes that each of these components play a vital role in shaping the lives of South Carolina's residents.

5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
  - a. Complete the Process – 25 hours
  - b. Complete this Report – 15 hours

6. Please complete the **Personnel Involved Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the name of all personnel at the agency who were consulted or performed work to obtain the

information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

*See attached spreadsheet - p. 43*

# CHARTS APPENDIX

## *VII. Excel Charts*

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart	29
Historical Perspective Chart	30
Purpose, Mission Chart	31
Key Products Chart	32
Key Customers Chart	33
Key Stakeholders Chart	34
Key Partner Agency Chart	35
Overseeing Body Chart (General and Individual Member)	36 & 37
Major Program Areas Chart	38 & 39
Legal Standards Chart	40
Agency Reporting Requirements Chart	41
Internal Audits Chart	42
Personnel Involved Chart	43

## Similar Information Requested Chart

**INSTRUCTIONS:** Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
SCPRT	n/a	n/a	n/a	n/a	n/a

## Historical Perspective Chart

**INSTRUCTIONS:** Please provide information about any restructuring or major changes in the agency's purpose or mission **during the last ten years**. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
SCPRT	2008	SC Film Commission moved to SCPRT from SC Department of Commerce	SCPRT assumed responsibility for managing and awarding South Carolina's Film Incentive program
SCPRT	2009	Agency Reorganization - Community & Economic Development and Recreation & Planning merged to form one program area - Tourism & Recreation Development. Engineering merged with State Parks.	This restructuring was combined with a reduction in force. Several positions in Community & Economic Development and Recreation, Planning & Engineering were eliminated immediately prior to the restructuring. SCPRT scaled back business development and community technical assistance activities as a result of the RIF and subsequent restructuring.
SCPRT	2012	Tourism & Recreation Development Office moved to Finance Office	As the remaining positions in Tourism & Recreation Development exclusively dealt with recreation grants administration, this program area was moved under the Finance Office to better streamline the agency's human resources.

## Purpose/Mission/Vision Chart

**INSTRUCTIONS:** Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parenthesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
SCPRT	1967	To help foster and promote the state's emerging tourism industry; To protect and promote South Carolina state parks; To help communities plan and develop recreational opportunities for local residents.	Growing South Carolina's economy by fostering sustainable tourism economic development and effectively marketing our state to increase visitation and improve the quality of life for all South Carolinians.	Grow the state. (the economy, jobs, the product base, etc.); Enhance the authentic experiences. (Remain true to what makes South Carolina special.); Sustain the resources. (Protect and preserve.); Lead the way.	Purpose: Title 51 Mission: Title 51 Vision: Title 51

**INSTRUCTIONS:** Provide information about the agency's key deliverables (i.e., products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should link the deliverable to the major program areas. In the Major Program Areas Cross References Column, if there are multiple ways in which the deliverable is provided, list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e., product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e., preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e., preventive measures before the citizen or agency needs to come to the agency)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross References
SCPRT	1	South Carolina Travel & Tourism Information	#1	Website	n/a	n/a	This program is satisfied by current funding levels and agency operations.	II.A
SCPRT	2	South Carolina Travel & Tourism Information		Social Media	n/a	n/a		II.A
SCPRT	3	South Carolina Travel & Tourism Information		Visitors Guide	n/a	n/a		II.A
SCPRT	4	South Carolina Tourism Advertising		Online Media	n/a	n/a		II.A
SCPRT	5	South Carolina Tourism Advertising		Print Media	n/a	n/a		II.A
SCPRT	6	South Carolina Tourism Advertising		TV/Radio Media	n/a	n/a		II.A
SCPRT	7	South Carolina Tourism Advertising		Out of Home Media	n/a	n/a		II.A
SCPRT	8	Cooperative Tourism Advertising Opportunities		Online Media	n/a	n/a		II.A
SCPRT	9	Cooperative Tourism Advertising Opportunities		Print Media	n/a	n/a		II.A
SCPRT	10	Welcome Center Advertising Opportunities		Website	n/a	n/a		II.A
SCPRT	11	SC Visitor Guide Advertising Opportunities		Website	n/a	n/a		II.A
SCPRT	12	Tourism Advertising Grant		Website	n/a	n/a		II.A
SCPRT	13	Welcome Center Guest Services	#3	In Person	n/a	n/a	Funding to continue progress on Welcome Center renovations, including technology enhancements for visitor services and complete reconstruction of existing facilities.	II.A
SCPRT	14	Tourism Oriented Directional Signage		Website	n/a	n/a		II.A
SCPRT	15	Tourism-related Tax Exemptions		Website	n/a	n/a		II.F
SCPRT	16	Tourism-related Statistical Information		Website	n/a	n/a		II.F; II.E
SCPRT	17	Tourism-related Capital Project Information		Email	n/a	n/a		II.B
SCPRT	18	Parks & Recreation Development Fund Grants		Website	n/a	n/a		II.B
SCPRT	19	Recreation Trails Program Grants		Website	-	n/a		II.B
SCPRT	20	Land & Water Conservation Fund Grants		Website	n/a	n/a		II.B
SCPRT	21	Undiscovered SC Enhancement Grants		Website	n/a	n/a		II.A; II.B
SCPRT	22	State Parks: Visitation Accommodations	#2	In Person	n/a	n/a	Funding to address deferred maintenance projects and implement capital improvement projects to enhance the visitor experience.	II.D
SCPRT	23	State Parks Overnight Accommodations		In Person	n/a	n/a		II.D
SCPRT	24	State Parks Visitor Information		Website	n/a	n/a		II.D
SCPRT	25	State Parks Visitor Information		Social Media	n/a	n/a		II.G
SCPRT	26	Film or Television Project Recruitment		Website	n/a	n/a		

## Key Customers Chart

**INSTRUCTIONS:** Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
SCPRT	1	State Park Users	High Quality Visitor Experiences; Recreational and Cultural Opportunities at SC State Parks	22, 23, 24, 25
SCPRT	2	Public Schools	Historical, Natural and Cultural Education Programming at SC State Parks	22, 24, 25
SCPRT	3	In-state Leisure Travelers	South Carolina Travel & Tourism Information; Travel Assistance	1, 2, 3, 13, 14
SCPRT	4	Out-of-State Leisure Travelers	South Carolina Travel & Tourism Information, Travel Assistance	1, 2, 3, 13, 14
SCPRT	5	International Leisure Travelers	South Carolina Travel & Tourism Information; Travel Assistance	1, 2, 3, 13, 14
SCPRT	6	In-state Tourism Marketing Organizations	Destination Marketing, Cooperative Advertising Opportunities, Tourism Marketing Grants; Tourism-related Statistical Information	4, 5, 6, 7, 8, 9, 10, 11, 12, 15, 16
SCPRT	7	Film Production Companies	Site Location Assistance; Film Incentives Application Assistance	26
SCPRT		In-state Film Crew	In-state Film Production Employment Opportunities, Technical Workshops	26
SCPRT		Public Schools/ Higher Education Institutions	Film Production Grants; Tourism-related Statistical Information	26
SCPRT	8	Local Government Entities	Parks and Recreation Development Grants (e.g., PARD, LWCF, RTP Grant Programs); Economic Development Incentives and Grant Opportunities; Tourism-related Statistical Information	15, 16, 18, 19, 20, 21
SCPRT	9	News Media	Tourism-related Statistical Information, Public Information on Agency Programs and Services	15, 16
SCPRT	10	Travel-related Media	South Carolina Travel & Tourism Information	1, 2, 3, 24, 25

## Key Stakeholder Chart

**INSTRUCTIONS:** Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
SCPRT	1	In-state Tourism Marketing Organizations	Destination Marketing Services, Cooperative Advertising Opportunities, Tourism Marketing Grants	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13
		Local Government - Parks & Recreation Entities	Local Parks and Recreation Development Grants	18, 19, 20, 21
SCPRT	2	In-state Tourism-related Businesses	Destination Marketing Services, Increased Visitation	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13
		Public Schools	Educational Opportunities at State Parks; Film Production Workshops and Grants	22, 24, 25, 26
SCPRT	5	Higher Education Institutions	Film Production Workshops and Grants	26
SCPRT	6	In-state Film Crew	Film Production Employment Opportunities	26
SCPRT	7	In-state Vendors for Film Production Activities	Film-related Business Opportunities	26

## Key Partner Agencies Chart

Agency Name: SCPRT  
 Agency Code: P280  
 Agency Section: 49

**INSTRUCTIONS:** List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
SCPRT	SC Dept of Commerce	SC Coordinating Council: Tourism-related business prospect development or recruitment	n/a	I.A
SCPRT	SC Dept of Agriculture	SC Ambassador Chef Program; Tourism Oriented Directional Signage (TODS) Program	Application for TODS program	II.A
SCPRT	SC Dept of Natural Resources	Shared property management or projects at Keowee-Toxaway, Mountain Bridge, Jones Gap, Caesars Head, Croft, Edisto Beach, Devils Fork, and Landsford Canal State Parks.	State Park visitation or usage	II.D
SCPRT	SC Dept of Revenue	SC Accommodations Tax Collections Reporting; SC Admissions Tax Collections Reporting; Tourism Expenditure Review Committee (TERC) Oversight Reporting; SC Admissions Tax Grant program; Extraordinary Retail Establishment Program; SC Film Incentives Program	n/a	I.A; II.F; II.G

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body, whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
SCPRT	Cabinet Agency	12+	1	Elected	SCP Residents	4 years	n/a	2 Terms	n/a	n/a

## Overseeing Body - Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency, including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
SCPRT	Governor Nikki Haley		Governor	Jan-11 n/a	5 Years	n/a	ALL	

## Major Program Areas Chart

Agency Name: SCPRT  
Agency Code: P280  
Agency Section: 49

**INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B-K, the agency can copy and paste the information in the box labeled "Remainder of Report" just make sure of the following:**

a) Let only the programs that comprise at least 80% of the total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures". If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section I, number 11.

b) The "Associated Objectives" column in the Program Template of the FY 2-13-14 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References" has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisions listed in the Laws Section of this report, which they satisfy.

The "Associated Objectives" column in the Program Template of the FY 2-13-14 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References" has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisions listed in the Laws Section of this report, which they satisfy.

The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please all that are applicable.

Note:  
-Key Points  
-Legal Issues

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures			Key Performance Measures Cross Reference	Legal Standards Cross References	
			General	Other	Federal	Total	General	Other	Federal			
SCPRT	I. A. Executive Offices	The Executive Offices include the Director's Office, Human Resources and Internal Audit, Administrative Services includes Finance and Technology Services. "Note: The program area "Tourism and Recreation Development" moved into the Finance Division in FY 13/14.	\$ 704,989		\$ 704,989	\$ 833,450			\$ 833,450	ALL	1, 2, 3, 4, 7, 8, 9, 10, 11	
SCPRT	I. B. Administrative Services		\$ 1,914,012	\$ 259,668	\$ 2,173,680	\$ 3,078,205	\$ 947,614	\$ 858,859	\$ 4,884,679	5.1.1; 5.2.1; 5.2.2; 5.5.2	1	
SCPRT	II. A. Tourism Sales & Marketing	This service area is responsible for implementing agency policy and programs related to the development of South Carolina's domestic and international tourism marketing, sales and grant programs. Group tour operators and consumers can find details about attractions, accommodations and restaurants, plus contact information for South Carolina's tourism regions.	\$ 1,822,813	\$ 115,127	\$ 1,937,940	\$ 1,689,200	\$ 59,568		\$ 1,948,768	5.1.2; 5.2.2; 5.3.1; 5.3.1; 5.5.2	1	
SCPRT	II. A. Tourism Sales & Marketing	South Carolina Association of Tourism Regions - These are pass through funds.	\$ 1,925,000		\$ 1,925,000	\$ 2,255,000			\$ 2,255,000	n/a	1	
SCPRT	II. A. Tourism Sales & Marketing	PART develops and implements an annual multi-faceted marketing plan that promotes the state's cultural, natural and man-made tourism resources for the purpose of attracting visitors to the state.	\$ 7,491,902	\$ 2,310,285	\$ 9,802,187	\$ 12,218,996	\$ 1,291,462		\$ 13,510,458	5.1.2; 5.2.2	1	
SCPRT	II. A. Tourism Sales & Marketing	Destination Specific Marketing Grant Program	\$ 8,000,000	\$ 4,006,000	\$ 12,000,000	\$ 12,000,000			\$ 12,000,000	n/a	1	
SCPRT	II. B. Heritage Corridor	Federal funding for the South Carolina National Heritage Corridor		\$ 473,881	\$ 473,881			\$ 533,517	\$ 533,517	n/a	1, 2	
SCPRT	II. C. Tourism & Recreation Dev	Tourism & Recreation Development programs assess statewide needs, issues and public opinion on recreational topics. This areas also administers PARD, LWCF, and RTP Grants.								n/a	5	
SCPRT	II. C. Tourism & Recreation Dev	First in Golf	\$ 42,200		\$ 42,200	\$ 26,563			\$ 37,160	\$ 37,160	n/a	1
SCPRT	II. C. Tourism & Recreation Dev	Scenic Development	\$ 26,853		\$ 26,853					-	n/a	1

## Major Program Areas Chart

Agency Name: SCPRT  
Agency Code: P280  
Agency Section: 49

## Legal Standards Chart

**INSTRUCTIONS:** List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
SCPRT	1	Title 51	State	Established Agency
SCPRT	2	11/21/4200	State	Disbursement of Bingo Tax Revenues - a portion of which goes to the Parks and Recreation Development Fund (PARD). PARD is a legislative grant program administered by SCPRT.
SCPRT	3	12-21-6520 to 12-21-6590	State	Establishment of extraordinary retailer. SCPRT certifies the establishment as an extraordinary retailer to ensure compliance with the code section and will be responsible for issuing incentives.
SCPRT	4	12-62-10 to 12-62-100	State	Motion Picture Incentive Act - The Film Commission is an office within SCPRT. The Film Commission administers all incentive associated with this title.
SCPRT	5	56-3-5200	State	First in Golf - administer the funds associated with the First in Golf license plates
SCPRT	6	56-3-8700	State	NASCAR - administer the funds associated with the NASCAR license plates.
SCPRT	7	Title 1	State	Administration of the Government
SCPRT	8	Title 8	State	Public Officers and Employees
SCPRT	9	Title 9	State	Retirement Systems
SCPRT	10	Title 11	State	Public Finance
SCPRT	11	OMB Circular A-87	Federal	Cost Principles for State, Local and Indian Tribe Governments



**INSTRUCTIONS:** Identify the agency's internal audit system and policies during the past five fiscal years, including the date the agency started performing audits, individuals responsible for hiring the internal auditors, individuals to whom internal auditors report, the head internal auditor, general subject matter audited, the individual or body that makes decisions of which internal audits are conducted, the average number of months to complete an internal audit, and date of the most recent Peer Review of Self-Assessment by Internal Auditors Association or other entity. (If other entity, name of that entity.)

Note: All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute/regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

## Personnel Involved Chart

**INSTRUCTIONS:** List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
SCPRT	Justin Hancock	803-734-1747	<a href="mailto:jhancock@scprt.com">jhancock@scprt.com</a>	Executive Offices	Assistant to the Director - Policy	All Questions	Coordinated answers for report with other staff, typed report
SCPRT	Yvette Sistare	803-734-1759	<a href="mailto:ysistare@scprt.com">ysistare@scprt.com</a>	Finance	Finance Director	II.8; III.1; IV.1; IV.2	Provided information for questions and completed spreadsheets; reviewed report
SCPRT	Jon Fisher	803-734-0113	<a href="mailto:lfisher@scprt.com">lfisher@scprt.com</a>	Executive Offices	Human Resources Director	Agency Organizational Chart	Provided Organizational Chart
SCPRT	Mary Ludlam	803-734-1550	<a href="mailto:mludlam@scprt.com">mludlam@scprt.com</a>	Executive Offices	Human Resources Office Manager	5.4.2	Provided retention rate information
SCPRT	Phil Gaines	803-734-0345	<a href="mailto:pgaines@scprt.com">pgaines@scprt.com</a>	State Parks	State Parks Director	5.1.1; 5.2.1	Provided comparative information for questions
SCPRT	Matt Elswick	803-734-0288	<a href="mailto:melswick@scprt.com">melswick@scprt.com</a>	State Parks	Operations Manager	5.4.1	Provided State Parks training information
SCPRT	Dudley Jackson	803-734-1051	<a href="mailto:djackson@scprt.com">djackson@scprt.com</a>	Research	Research Director	5.1.2	Provided information related to advertising effectiveness evaluations
SCPRT	David Elwart	803-734-0184	<a href="mailto:delwart@scprt.com">delwart@scprt.com</a>	Technology Services	Technology Services Director	5.C.1	Provided list of agency databases
SCPRT	Devon Harris	803-734-0123	<a href="mailto:dharris@scprt.com">dharris@scprt.com</a>	Marketing	Visitor Services Manager	5.3.2; 5.4.1	Provided information on Welcome Center visitor statistics and staff training
SCPRT	Amy Duffy	803-734-3272	<a href="mailto:aduffy@scprt.com">aduffy@scprt.com</a>	Executive Offices	Chief of Staff	All Questions	Reviewed report
SCPRT	Duane Parrish	803-734-1071	<a href="mailto:dparrish@scprt.com">dparrish@scprt.com</a>	Executive Offices	Agency Director	All Questions	Reviewed report