

STATE OF WEST VIRGINIA

**Update on the Full Performance
Evaluation of
WEST VIRGINIA PARKWAYS ECONOMIC DEVELOPMENT AND
TOURISM AUTHORITY**

TAMARACK

Tamarack is in Full Compliance with
Recommendations

**OFFICE OF LEGISLATIVE AUDITOR
Performance Evaluation and Research Division
Building 1, Room W-314
State Capitol Complex**

**CHARLESTON, WEST VIRGINIA 25305
(304) 347-4890**

PE98-14-106

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Performance Evaluation and Research Division

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October 1998

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WEST VIRGINIA LEGISLATURE
Performance Evaluation and Research Division

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Antonio E. Jones, Ph.D.
Director

October 18, 1998

The Honorable Edwin J. Bowman
State Senate
129 West Circle Drive
Weirton, West Virginia 26062

The Honorable Vicki V. Douglas
House of Delegates
Building 1, Room E-213
1900 Kanawha Boulevard, East
Charleston, West Virginia 25305-0470

Dear Chairs:

Pursuant to the West Virginia Sunset Law, we are transmitting an Update of the Full Performance Evaluation of the West Virginia Parkways Economic Development and Tourism Authority - Tamarack, which will be presented to the Joint Committee on Government Operations on Sunday, October 18, 1998. The issue covered herein is "Tamarack is in Full Compliance with Recommendations."

Sincerely,

A handwritten signature in blue ink, appearing to read "Antonio E. Jones", written over a light blue rectangular background.

Antonio E. Jones

AEJ/wsc

Joint Committee on Government and Finance

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Review Objective, Scope, and Methodology

This report is an update of the 1996 West Virginia Parkways Economic Development and Tourism Authority's Tamarack and is conducted in accordance with the West Virginia Sunset Law, West Virginia Code, Chapter 4, Article 10. The objectives of a performance evaluation are to determine:

- whether the Tamarack facility is acquiring, protecting and using its resources economically and efficiently; whether the Tamarack facility has complied with laws and regulations;
- whether the desired results and benefits established by the Legislature are being achieved; and
- the effectiveness of the Division's program and functions.

This update will assist the Joint Committee on Government Operations in making one of three recommendations:

- the department, agency or board be terminated as scheduled;
- the department, agency or board be continued and reestablished;
- the department, agency or board be continued and reestablished, but the statutes governing it be amended in specific ways to correct ineffective or discriminatory practices or procedures, burdensome rules and regulations, lack of protection of the public interest, overlapping of jurisdiction with other governmental entities, unwarranted exercise of authority either in law or in fact any other deficiencies.

This performance evaluation is an update of issues reported on during the 1996 Interim period. The objective of the original evaluation was to determine the level of customer service that Tamarack offers and if Tamarack was utilizing every possible resource to maximize its sales. The scope of the audit focused predominantly on the Tamarack facility and what it could do to facilitate sales.

The methodology in the original report included touring the Tamarack facility, posing as "mystery shoppers", interviews with Tamarack staff, and an interview with the Director of the Office of Academic Computing at West Virginia University. Every aspect of this review complied with **Generally Accepted Government Auditing Standards**.

This update uses the designation on the following page to determine compliance with the recommendations made in the original review.

TABLE 1 Levels of Compliance
<u>In Compliance</u> - The Division has corrected the problems identified in the final draft of the audit report.
<u>Partial Compliance</u> - The Division has partially corrected the problems identified in the final draft of the audit report.
<u>Planned Compliance</u> - The Division has not corrected the problem but has provided sufficient documentary evidence to find that the agency will do so in the future.
<u>In Dispute</u> - The Division does not agree with either the problem identified or the proposed solution.
<u>Non-Compliance</u> - The Division has not corrected the problem identified in the final draft of the audit report.

The Performance Evaluation and Research Division made five recommendations regarding the original report. Tamarack is in full compliance with all of the recommendations.

Issue Area 1: A Catalog and Internet page could help boost sales at Tamarack during the Christmas season and year-round.

Recommendation 1

Tamarack should produce a catalog of sufficiently warehoused and readily available items. This catalog would include items produced by vendors from the list provided by Tamarack management. Tamarack should attempt to have such a catalog for the upcoming Christmas season.

Level of Compliance: In Compliance

The Parkways Authority published a Tamarack catalog for distribution on October 16, 1998; the first printing was 20,000 copies. The catalog will be marketed toward businesses and geared toward corporate gift giving. The Tamarack catalog was designed and printed by Stirewalt & James, a company located in Wheeling. The total cost for the design and printing of 20,000 copies of the catalog was \$15,329. According to preliminary drafts of the catalog, items for sale will be mostly bundled food gift sets averaging around \$25. **While the original preliminary performance review recommended for Tamarack to have a catalog for the Christmas 1996 season, the Legislative Auditor finds Tamarack in compliance on the production of this catalog.** (A preliminary draft copy of the catalog provided to the Legislative Auditor can be seen in Appendix A. The final version will be distributed during the Joint Committee on Government Operations meeting.)

Recommendation 2

Tamarack officials should coordinate with the West Virginia University Office of Academic Computing to develop a state-of-the-art website enabling computer Internet users to shop and purchase Tamarack merchandise online, with special focus on the large ticket items.

Level of Compliance: In Compliance

Tamarack contracted with Citynet to design and host a website that will allow for online purchasing. The website is located at www.tamarackwv.com and mirrored at www.bestofwv.com for tracking purposes. The contract for the website was for \$8715, and includes initial marketing of the site in Internet chat rooms, and registration of the address with search engines, such as Yahoo. Initially, approximately 55 products will be available for purchase online, broken down into 12 categories, much like Tamarack's floor displays. A broad price point is planned ranging in from \$10 - \$300, in addition to one of a kind items. The website will serve the dual purposes of online sales and marketing the Tamarack facility. (Appendix B shows selected printed pages of the website.) **The Legislative Auditor has reviewed the Tamarack website, and finds that the Internet recommendation has been satisfied.**

Recommendation 3

Tamarack officials should develop an 800 number service, along with developing shipping support for catalog and Internet sales.

Level of Compliance: In Compliance

Tamarack has a toll free telephone number (1-88TAMARACK) which allows customers to order by telephone. According to Tamarack officials, approximately six orders a week are taken over the telephone. The toll free number is displayed on the website, but is not listed in the "800" number directory assistance. In addition, the Legislative Auditor could not find a listing for Tamarack in the Charleston phone directory.

Issue Area 2: Tamarack needs to improve its shipping policy to better serve its customers, and facilitate catalog and Internet sales.

Recommendation 4

Tamarack needs to develop a multi-tiered competitive shipping policy in order to better serve its customers.

Level of Compliance: In Compliance

A full-service post office called Tamarack Station, run by the U.S. Postal Service has been operating within Tamarack since May 1, 1997. With the opening of this post office, Tamarack is now able to have on-site packaging and shipping of goods purchased at the facility. The post office is open daily from 10 a.m. to 4 p.m. During hours in which the post office is closed, a customer can take his or her purchased item to a sales associate and the associate can use a shipping form located at each sales site to estimate the cost for the item(s) to be shipped. If the cost of shipping for larger items by the U. S. Postal Service is too expensive then two companies located in the Beckley area are used - Quick Delivery Services, and Mail Boxes, Etc.

With the location of the Post Office within the Caperton Center, Tamarack has developed a shipping policy, relying on the shipping rates of the Post Office. With this arrangement Tamarack officials have not only taken care of their shipping policy needs, but also brings some prestige to the facility, and provides a greater level of customer service. In addition, all shipping for the new online commerce, and for the Tamarack catalog will be handled by the Postal Service or the shipping companies mentioned above. While this may not be the type of shipping policy the Legislative Auditor recommended, **the relationship that Tamarack has developed with the U.S. Postal Service far exceeds the recommendations, and may be more convenient for the customer.** This is an example of Tamarack's attempt to improve customer service. The Legislative Auditor commends Tamarack officials for negotiating this relationship with the U.S. Postal Service.

Recommendation 5

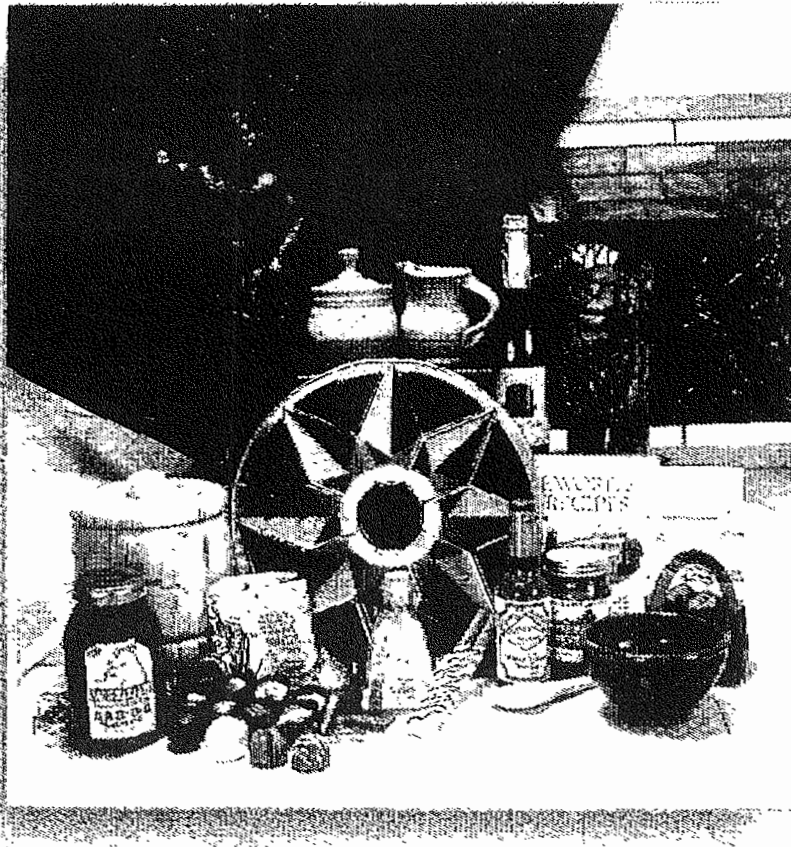
Tamarack should properly train its sales staff on the shipping policy to improve customer service.

Level of Compliance: In Compliance

With the U.S. Post Office located conveniently inside Tamarack, sales staff can easily direct customers toward the centrally located postal service office to take care of their shipping needs.

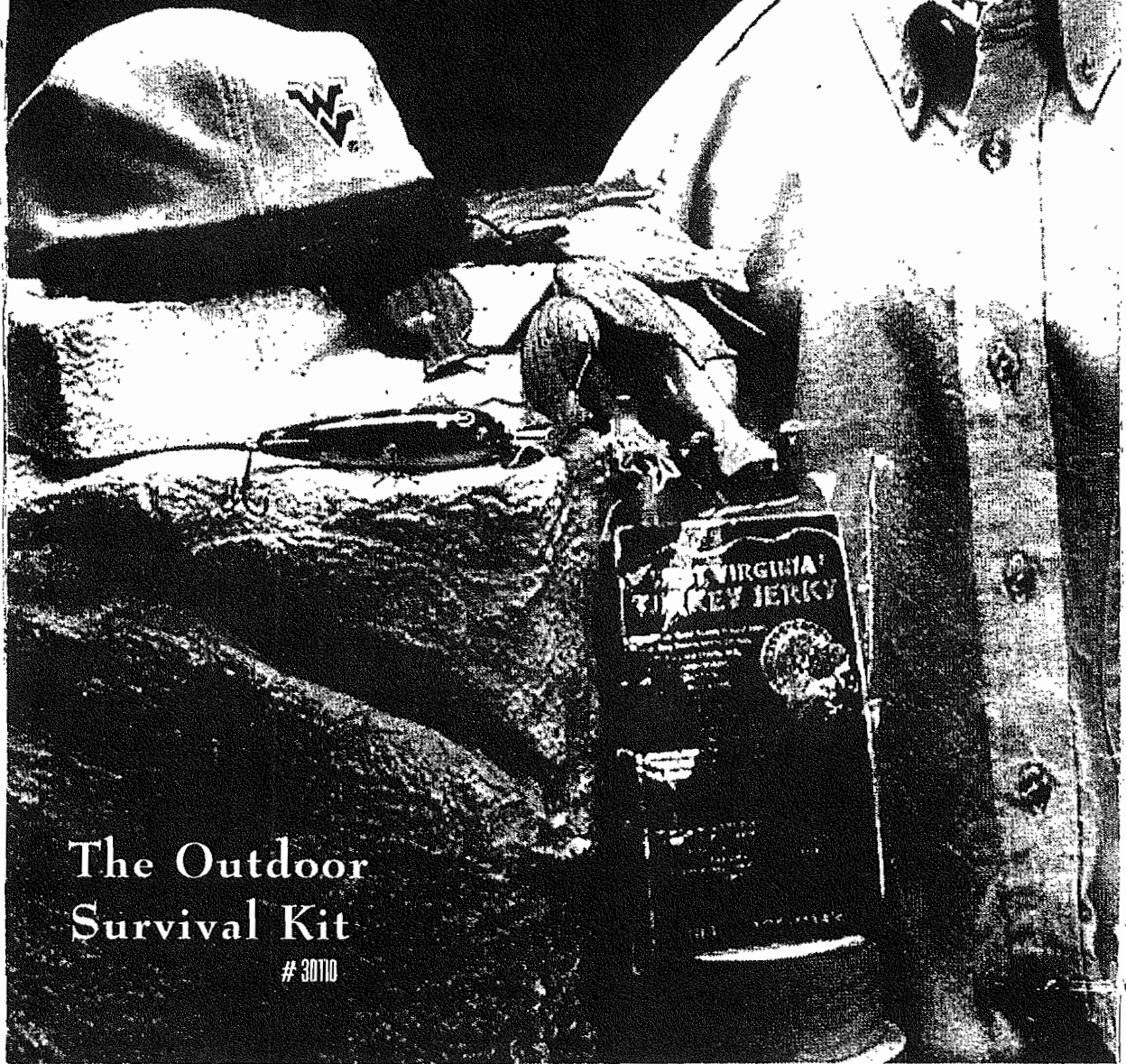
Appendix A
Preliminary Draft of Tamarack Catalog

TAMARACK



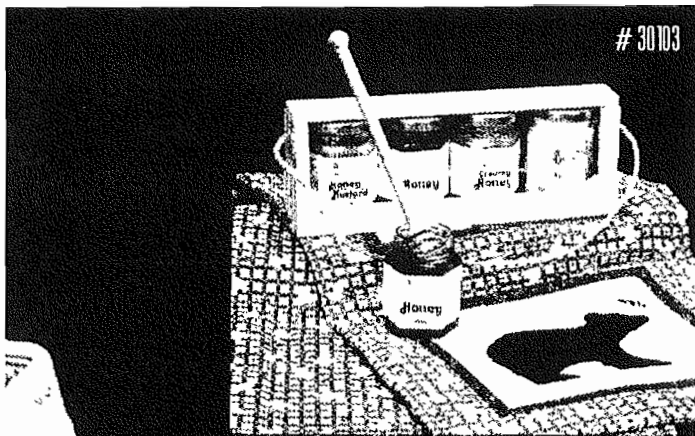
West Virginia is a state rich in culture and tradition. Share in this heritage through fine quality-made Tamarack products. Produced right here in our beautiful state, Tamarack gifts are sure to reflect the pride of West Virginia.

This is what the Tamarack experience is all about... the best of West Virginia.



**The Outdoor
Survival Kit**

30710



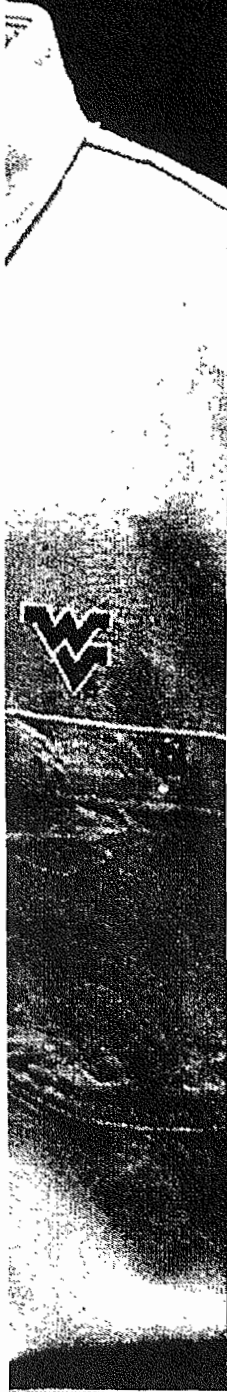
30103

THE OUTDOOR SURVIVAL KIT

Teach a man how to rough it corporate style with "the Outdoor Survival Kit" Complete with a WV hat, WV shirt, fishing lure by Earum-Ups-Baits and West Virginia Turkey Jerky, this set is perfect for the rugged outdoorsman

Order # 30110

\$77.95



30104

THE HONEY BOX COLLECTION

The "Bee-utiful and Healthy Honey Box" Gift Collection will have the entire office buzzing with its sweet Pure West Virginia Honey and luxurious Beeswax Skin Cream Drizzle the honey over any delicacy with the Wooden Honey Stick also included

Order # 30103

\$28.95

YODER'S COUNTRY KETTLE

Reminiscent of grandma's country kitchen, The Yoder's Country Kettle Gift Set will tickle your taste buds with Homemade Black Raspberry Jelly, Hot Party Butter and Natural Cashew Butter. The set is complete with the handmade wooden spoon, perfect for topping your favorite finger foods

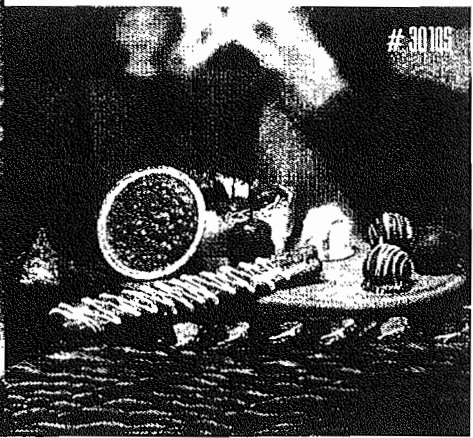
Order # 30104

\$23.95

CORPORATE GIFTS

VOLUME DISCOUNTS

Tamarack gifts make great business gifts. Any of the items in this catalog may receive an additional 20% discount when ordered in quantities of 25 or more. Just mention the corporate discount when you call.



30105

THE SWEET TOOTH COLLECTION

For the chocoholic that rages within, this decadent gift collection satisfies the Sweet Tooth with a rich variety of gourmet candy delicacies.

Order # 30105

\$27.95



For more information or to place an order call

1-88-TAMARACK



THE STRAWBERRY PATCH

Fresh as a sunny afternoon, "The Strawberry Patch" gift collection captures the tastes of summer with Strawberry Jam and Strawberry Rhubarb Preserves. A handcrafted wooden spoon, Strawberry potholder, and Strawberry shaped sun catcher are the perfect complements to this "berry" line set.

Order # 30106

\$35.95



THE SERENITY COLLECTION

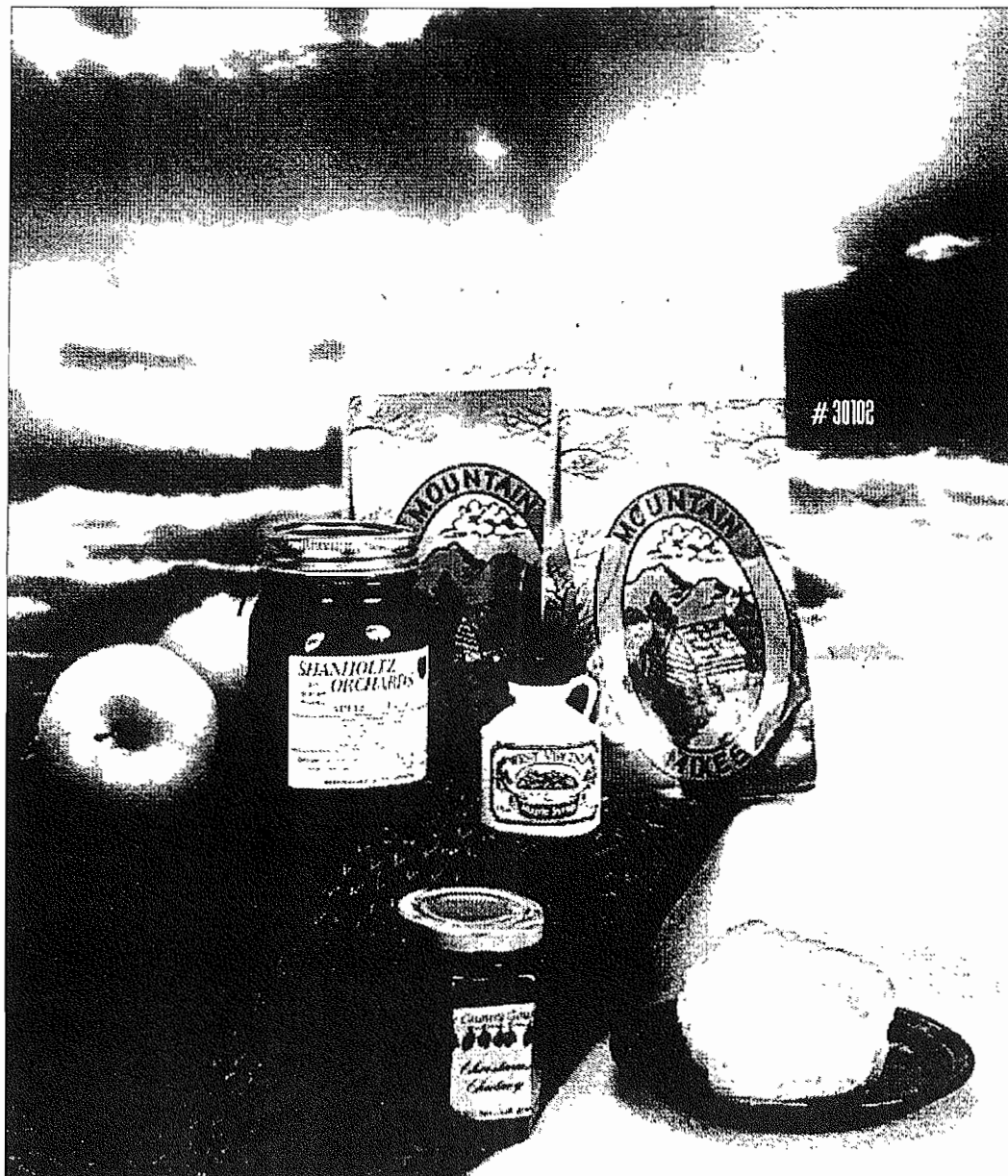
Surround someone in pure serenity with Peaceful Scents of West Virginia Gift Sets. The luxurious Body Lotion, Bath Salts and Glycerine Soap pamper skin while the scented votive candle in a Votive Holder by Pilgrim Glass creates an atmosphere of tranquility.

Order # 30108

\$37.95



30107



THE APPALACHIAN MORNING

Begin your Appalachian Morning with freshly brewed gourmet coffee by The Country Gourmet. To complement this coffee assortment is a wooden hand-carved coffee scoop by Appalachian Spoonworks and two "TAMRACK: The Best of West Virginia" Mugs.

Order # 30107

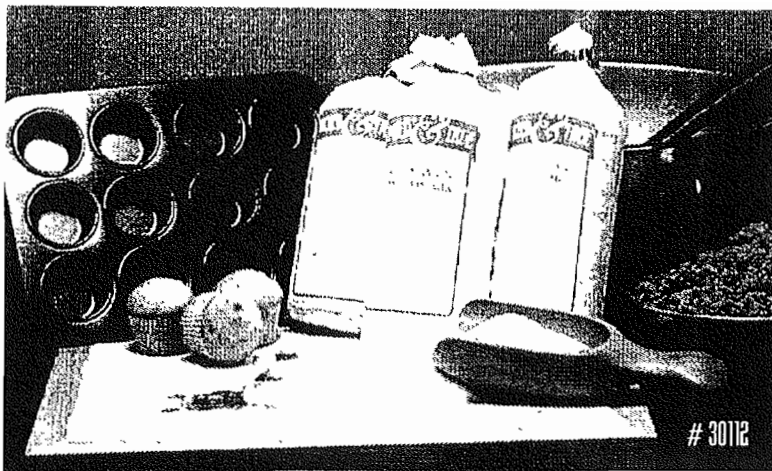
\$23.95

WAKE UP YOUR MORNING

Rise and Shine to the aroma of fresh baked biscuits and muffins with the "Wake Up Your Morning" Gift Collection. These baking mixes come complete with delicious country toppings, Shanholtz's Homestyle Apple Butter, The Country Gourmet's Christmas Chutney and Richters Maplehouse's Pure West Virginia Maple Syrup.

Order # 30102

\$32.95



THE CHOCOLATE TEMPTATION
 Sent directly from above, the "Chocolate Heaven" Gift Collection will spoil all of the angels in your life. Made by West Virginia's finest candy makers, Chocolate Temptations. The Candy factory, Delicious Delites and RusLyn Confections, it is a sin not to indulge in this gourmet chocolate feast.

Order # 30109 \$37.95



30114

THE BAKER'S DELIGHT

Nobody will be able to resist the plump, freshly baked muffins that are featured in "The Baker's Delight" Gift Collection. Includes a variety of cinnamon, whole wheat and gingerbread muffin mix. This tummy tempting gift set is completed with a miniature muffin baking sheet.

Order # 30112 \$21.95



30119

THE CHEF HARV COLLECTION

Start baking those biscuits, here comes Chev Harv! Enjoy Chef Harv's Pecan Pie Jelly, Cherry Pineapple Jam/Ham Glaze, and Strawberry Biscuit Fixer. To complement these fruity delights are Tamarack's signature chocolates.

Order # 30114 \$26.95



30116

TASTE OF SUNSHINE

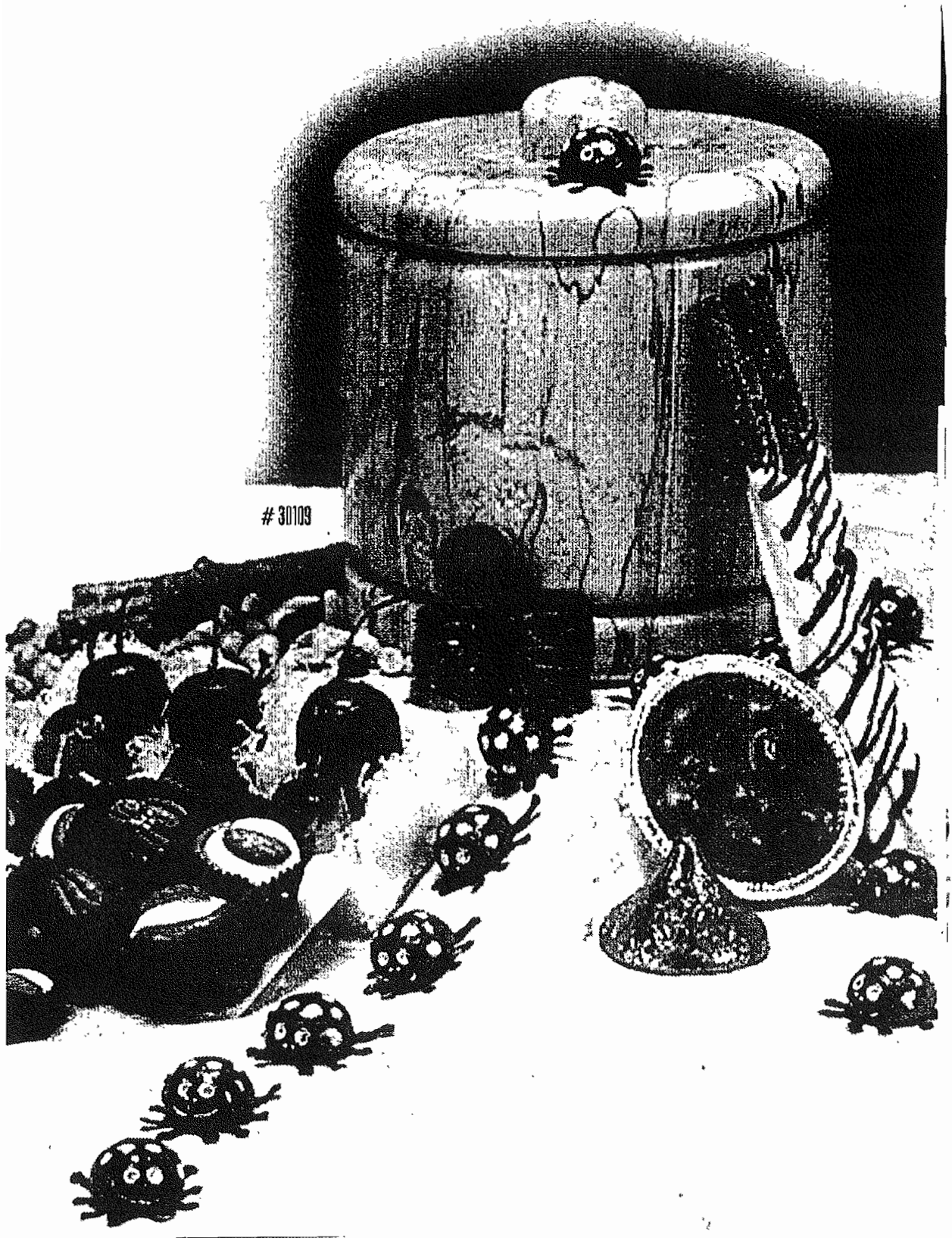
Treat someone to a little taste of sunshine, with the "West Virginia Fruit and Berry Set" The Blackberry, Red Raspberry and Black Raspberry Seedless preserves are a refreshing spread of delicious sun-ripened fruit.

Order # 30119 \$18.95

YODER'S COUNTRY KETTLE

Get ready to "jam" with "Yoders Country Kettle" Collection! Smother your morning bagel with homemade Black Raspberry Jelly, Grape Jam, and Blueberry Jam. Also included is a Wooden Jelly Spoon by Sunshine Mountain Works.

Order # 30116 \$25.95





THE OLIVERIO GIFT SET

Take someone on a savory tour of Italy with "The Oliverio" Gift Set. The set includes a variety of pasta sauces with delicious Italian peppers, mushrooms and hot rings.

Order # 30121

\$31.00

THE REAL MCCOY COLLECTION

The home-style recipes of The Real McCoy Mustard Sauce with Garlic for sandwiches and Old Fashioned Wilted Lettuce Dressing by Appalachian Mountain Specialty Foods bring back delicious memories of grandma's cooking.

Order # 30113

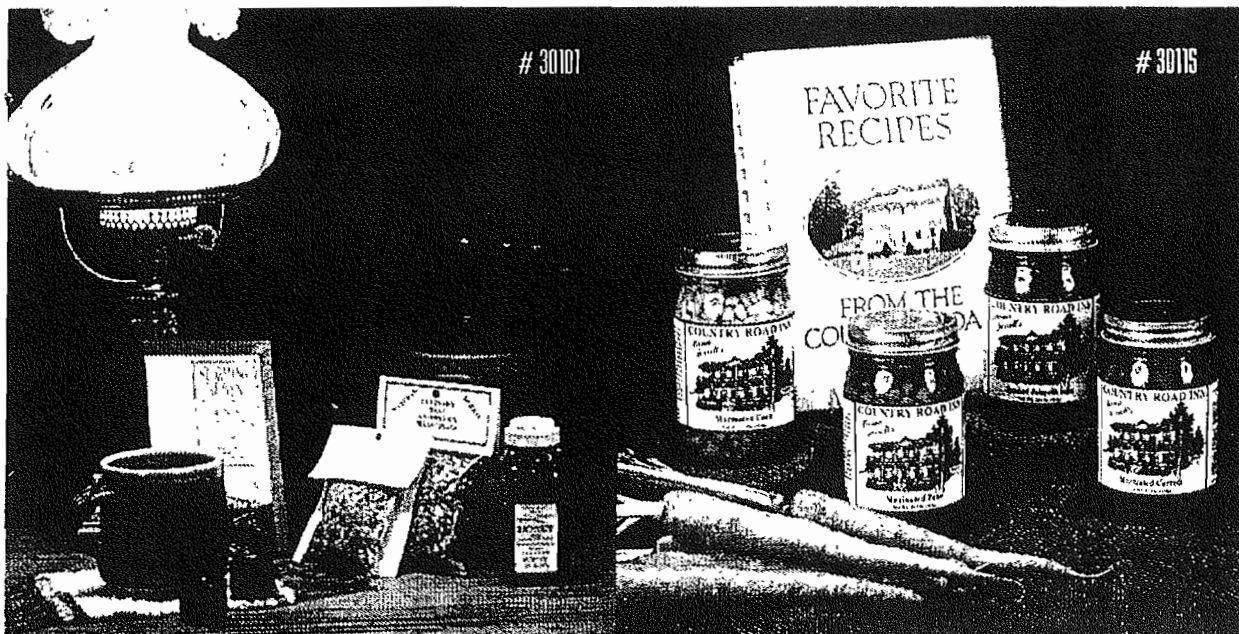
\$13.95

THE SECRET SAUCE KIT

Add a little kick to your day with "The Secret Sauce Kit" which includes sauces from some of West Virginia's finest kitchens. Spice up your cooking with Langston's Famous Barbeque Sauce, Will's Famous Southern Style Bar-B-Q Sauce and West's Best Secret Gourmet Recipe Sauce.

Order # 30117

\$24.95



30101

30115



30117

30113

*Still
searching
for the
perfect
Gift?*

COUNTRY ROADS INN

It's time for some down-home country cooking with the "Country Roads Inn" Gift Collection. Marinated Corn, Peas and Carrots, along with Smoked Jalapeno Salsa are a sure-fire way to spice up any meal, country style. Comes complete with Country Roads Inn Cookbook for great recipe ideas.

Order # 30115

\$30.95

QUIET EVENING GIFT COLLECTION

The perfect way to spend a tranquil evening, the "Quiet Evening" Gift collection provides complete relaxation with author Denise Gardina's novel "Storming Heaven", a story of the difficulties of life in the coal mines. To complement this calming experience, indulge with two gourmet chocolate covered cherries, natural honey, and soothing herbal teas complete with a hand thrown Lambros mug and coordinating coaster included in the set.

Order # 30101

\$32.95


TAMARACK
GIFT Certificates

**ARE AVAILABLE
IN VARYING
AMOUNTS
BEGINNING AT \$25**



30118

THE FROSTY MORN COLLECTION

Take a coffee break with The Frosty Morn Collection West Virginia gourmet dessert coffees by The Village Roaster, handthrown pottery mugs and coordinating sugar bowl are the perfect way to start your morning

Order # 30111

\$62.95



30125

BLUE SMOKE GIFT SET

The "Blue Smoke" Gift Set features tasty spreads and sauces that will be sure to make everyone's mouth water. Try the unique flavors of Mild Pepper Jelly, Mild Salsa and Mild Chef Sauce and enjoy every morsel.

Order # 30118

\$21.95

HOPELESS ROMANTIC COLLECTION

Four handcrafted West Virginia wine glasses coupled with West Virginia Fruit and Berry Sparkling Cider create an atmosphere of elegance and romance. The perfect gift for everyone who is truly young at heart

Order # 30125

\$38.95



30124

THE OUTDOORSMAN COLLECTION

Decorate the office or home with a delicate wooden baby bear carving sure to bring a smile to all of your guests. Also included is a quality West Virginia Polo golf shirt perfect for work and play. A great combination to make you and your office look superb!

Order # 30124

\$124.95

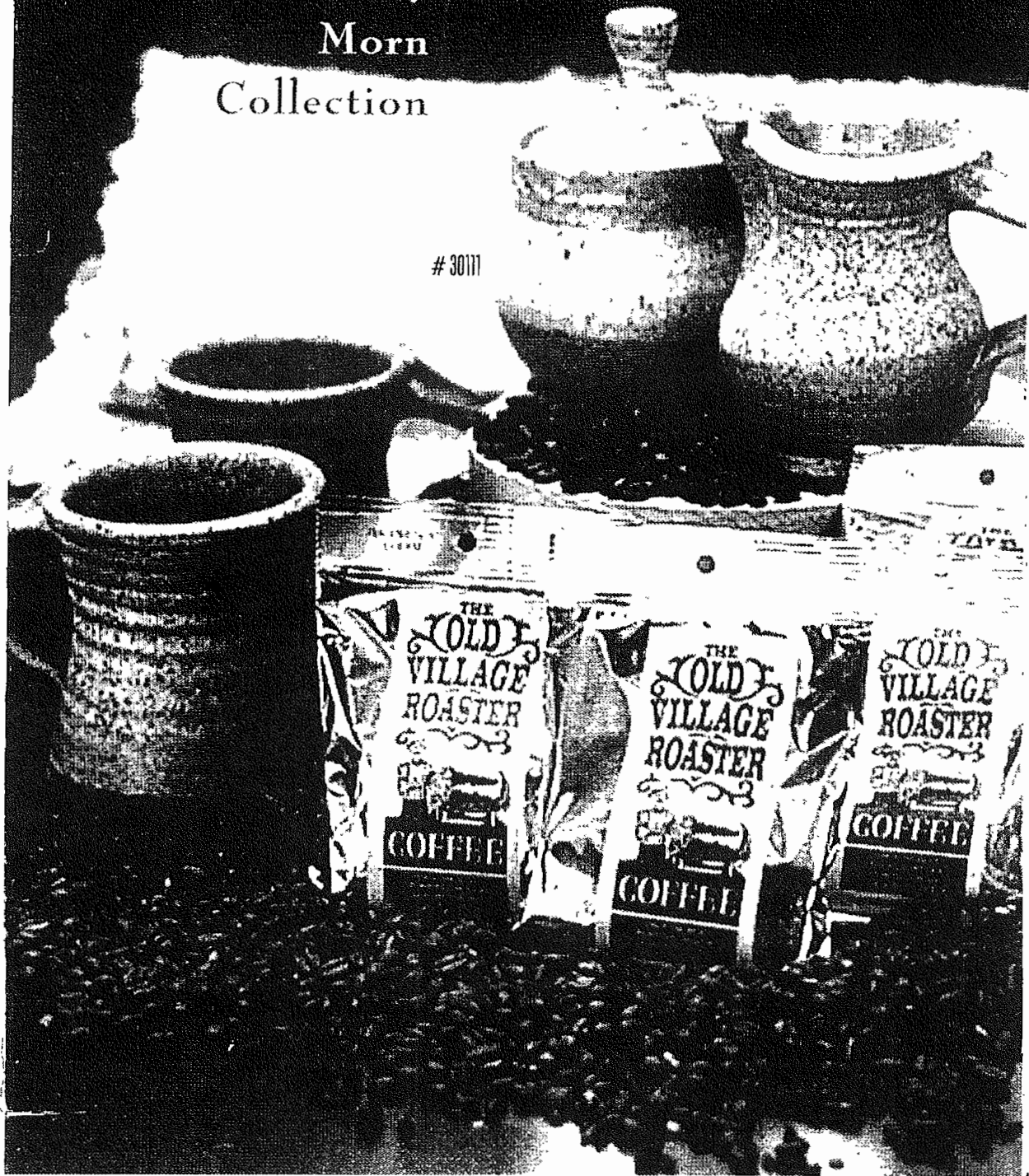


To place an order call

1-88-TAMARACK

The
Frosty
Morn
Collection

30111





One Tamarack Park
Beckley, West Virginia 25801

BULK RATE
US POSTAL
PAID
TAMARACK

SOURCE CODE

CUSTOMER CODE

To place an order call toll free 1-888-TAMARACK



30123



30120



30122

THE MOUNTAIN LAUREL GARDEN SET

Enjoy the fresh taste of garden veggies with the Mountain Laurel Gourmet Food Garden Gift Set. A variety of samples including Julia's Bread & Butter Pickles, Little Julia's Peanut Butter Spread, Brittany's Sweet Baby Beets, Polly's Country Corn Relish and Clint's Country Chow Chow. Set is cleverly packed in a hand-painted Cheese Crate

Order # 30123 \$44.95

VIVA SALSA

Add a little spice to life with the "Salsa Gift Set" including Stone House Black Bean Salsa, Little Creek Mild Salsa, Blue Smoke Mild Salsa, and Mama Jarroll's Country Road Inn Smoked Jalapeno Salsa

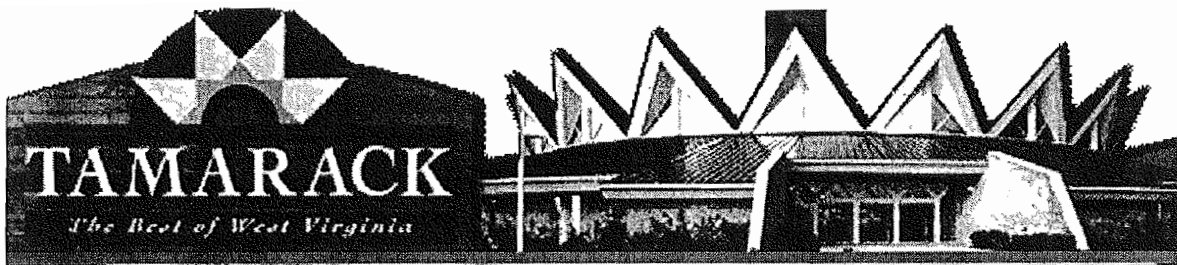
Order # 30120 \$26.95

THE MOUNTAIN LAUREL SAMPLER

With The Mountain Laurel Sampler Set, prepare for some fresh off-the-farm foods. Try Kaleb's Sweet Jalapeno Jam, munch on Clint's Chow Chow, and drown your salad in Jeantte's Red Bacon Dressing. The set is packed in a delicate wooden West Virginia shaped basket to complete the down-home theme

Order # 30122 \$40.95

Appendix B
Excerpts from Tamarack Internet Website



*Discover the art and
soul of the mountains ...*

Discover Tamarack

Online Shopping

© 1998 Tamarack. Site by Citynet.

[View Cart](#)

Books, Music, Paper and Videos

Record : 1 - 7 of 9 [Next](#)



Greenbrier Ghost Book and Audio Gift Set

Two books and one cassette featuring Appalachian folk lore

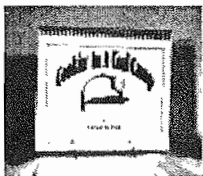
\$ 28.90



West Virginia A Film History

This Video Is A Three Tape Set Running Approximately 6 1/2 hours

\$ 79.95



Cookin' In A Coal Camp

A historical snapshot of West Virginia's Coal Camp recipes

\$ 10.00



King Coal

Pictorial heritage of West Virginia Coal Mining

\$ 10.95



Portrait of West Virginia

Pictorial Coffee Table Edition highlighting West Virginia's scenic beauty

\$ 29.95



Christmas In The Air Hammer Dulcimer CD

CD featuring traditional Christmas carols by Sam Rizzetta

\$ 18.00



Christmas In The Air Cassette

Hammer Dulcimer Christmas music cassette by Sam Rizetta

\$ 11.00

Record : 1 - 7 of 9 [Next](#)

View Cart

Questions? Toll free 1-88-TAMARACK

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APPENDIX C
Agency Response



WILLIAM H. GAVAN
General Manager

WEST VIRGINIA PARKWAYS
ECONOMIC DEVELOPMENT AND TOURISM
AUTHORITY

P. O. BOX 1469
CHARLESTON, WEST VIRGINIA 25325-1469
TELEPHONE: 304/926-1900
FAX: 304/926-1909
TDD: 800/742-6991

October 14, 1998

SAMUEL G. BONASSO, PE
Chairman

ALAN L. SUSMAN
Vice Chairman

M. ANN BRADLEY
Secretary

THOMAS A. WINNER
Assistant Secretary

DAVID A. FRESHWATER

RICHARD N. KEPHART

HULETT C. SMITH

Office of Legislative Auditor
Attn: Mr. Antonio E. Jones, Ph.D., Director
Performance Evaluation and Research Division
Building 1, Room W-314
State Capital Complex
Charleston, West Virginia 25305


Re: *Update on the Full Performance Evaluation of the West Virginia Parkways, Economic Development and Tourism Authority*

Dear Doctor Jones:

The purpose of this correspondence is to inform you that the staff of the West Virginia Parkways, Economic Development and Tourism Authority has completed the review of the DRAFT report of the Performance Evaluation and Research Division of the Office of Legislative Auditor. The Parkways Authority agrees with the report in its entirety and submits no recommendations or changes for the final report.

The Parkways Authority staff appreciates the professionalism and candor exhibited by the members of the PERD during the conduct of the audit.

Sincerely,


William H. Gavan
General Manager

WHG/dkf

RECEIVED

OCT 14 1998

RESEARCH AND PERFORMANCE
EVALUATION DIVISION

