AGENCY NAME:	Patriot's Point Development Authority					
<b>AGENCY CODE:</b>	P360	SECTION:				

### Fiscal Year 2018-19 Accountability Report

### **SUBMISSION FORM**

Agency Mission	The mission of the Patriots Point Naval and Maritime Museum is to make Patriots Point a national destination of excellence for preservation and passing to current and future generations America's history, traditions and values.
Agency Vision	The vision of the Patriots Point Naval and Maritime Museum is to honor the past and to inspire the future.

Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

	Yes	No
RESTRUCTURING		
RECOMMENDATIONS:		$\boxtimes$

Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>		
PRIMARY CONTACT:	Larry Murray	843-881-5920	Larry.murray@patriotspoint.org		
SECONDARY CONTACT:	Jessica Steinberg	843-881-5920	jsteinberg@patriotspoint.org		

AGENCY NAME:	
AGENCY CODE:	Section:
I have reviewed and a to the extent of my kno	oproved the enclosed FY 2018-19 Accountability Report, which is complete and accurate owledge.
AGENCY DIRECTOR (SIGN AND DATE):	
(TYPE/PRINT NAME):	Larry G. Murray, Jr.
Board/Cmsn Chair (Sign and Date):	Ray E Chardle
(TYPE/PRINT NAME):	Ray E. Chandler

AGENCY NAME:	
<b>AGENCY CODE:</b>	Section:

### **AGENCY'S DISCUSSION AND ANALYSIS**

Patriots Point, located on the Charleston Harbor in Mt. Pleasant, South Carolina, is a major historical site of significance for both South Carolina and the United States. The Patriots Point Naval and Maritime Museum is home to the World War II era USS Yorktown CV-10 aircraft carrier, the USS Laffey destroyer, and the USS Clamagore submarine. The museum also includes the Cold War Memorial and the Vietnam Experience, the only Vietnam Support Base Camp in the US. Patriots Point also serves as the headquarters for the Congressional Medal of Honor Society and the Society's official Medal of Honor Museum (Goal 2).

With 29 aircraft on display from conflicts ranging from World War II to present-day operations, Patriots Point is one of the top sites in the country for naval aviation enthusiasts and is currently South Carolina's top heritage attraction. It is the fourth largest naval museum in the country and one of only two museums with more than two ships. Patriots Point Naval and Maritime Museum has been awarded the TripAdvisor Certificate of Excellence every year since 2013, which officially recognizes its consistently high visitor ratings. The museum is listed by TripAdvisor as the top attraction in Mt. Pleasant (Goal 1; Strategy 1.2; Objectives 1.2.1, 1.2.2; Goal 3; Strategy 3.2; Objective 2.2.1)). Patriots Point Naval and Maritime Museum also provides educational programming that serves over 40,000 K-12 South Carolina students with multiple innovative programs and Overnight Camping year round (Goal 3; Strategy 3.1, 3.2; Objectives 3.1.1, 3.1.2, 3.1.4; Strategy 2.3).

Patriots Point Naval and Maritime Museum has developed a challenging and robust three year business plan (FY 2016- FY2019) to define Goals, Objectives and Strategies for the following categories: Revenue Production; Property Lease/Property Management; Product Improvement; Promotion of the Patriots Point Brand and Image; Maintenance/Improvement of Ships/Facilities; Improvements and Maintenance of Exhibits and Tour Routes, and Expansion of Artifacts; Education Expansion and Improvements (Goal 1; Strategy 1.1; Objectives 1.1.1; Strategy 1.2; Objectives 1.2.1, 1.2.2; Strategy 1.3; Objective 1.3.1, 1.3.2 Goal 2; Strategy 2.1; Strategies 2.2, 2.3; Objective 2.2.1). Patriots Point Naval and Maritime Museum also has a Museum Master Plan, which identifies specific recommendations to continue to move Patriots Point Naval and Maritime Museum forward as a world class destination, while increasing annual ticket sales (Goal 1; Strategy 1.2; Objective 1.2.1, 1.2.1; Goal 2; Strategies 2.1, 2.3).

Patriots Point Development Authority is also charged with the mission of managing 400 acres of land bordering the Charleston Harbor as a place of tourism and recreation. To this end, PPDA has entered into lease agreements with a golf course, a hotel and College of Charleston athletic facilities (Goal 1; Strategy 1.1; Objective 1.1.1). Although the historic ships are owned by the state of South Carolina, Patriots Point currently receives no state or federal funding for the substantial ship repair and restoration costs associated with their upkeep. To address this issue and ongoing financial viability, PPDA has entered into a 99-year lease agreement for approximately 60 acres of the property in order to create a steady stream of income to provide the necessary funding for all required ship repair and restoration of historical ships, piers, and landside facilities (Goal 1; Strategy 1.1; Objective 1.1.1). This revenue stream will prevent the state of South Carolina from having to pay to maintain the ships or engage in the far more costly effort of ship disposal (Goal 1).

AGENCY NAME:	
<b>AGENCY CODE:</b>	Section:

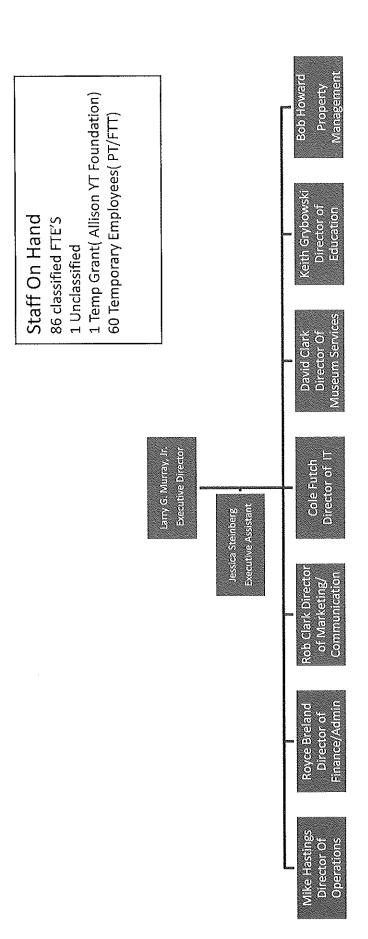
### I. RISK ASSESSMENT AND MITIGATION STRATEGIES:

The most negative impact on the public as a result of failure by the Patriots Point Development Authority to accomplish its goals and objectives would be that the 99 year land lease agreement does not go through and PPDA is left with no resources to maintain the ships. In that event, the State of South Carolina would be required to take the burdensome financial responsibility (tens of millions of dollars) for maintenance of the three ships at Patriots Point or, at much greater expense, be required to fund ship removal and disposal. The General Assembly has already assisted PPDA in resolving this issue before it becomes a crisis by supporting the 99 year land lease agreement.

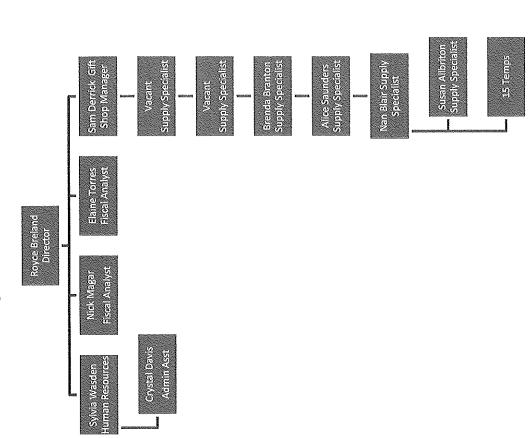
### II. RESTRUCTURING RECOMMENDATIONS:

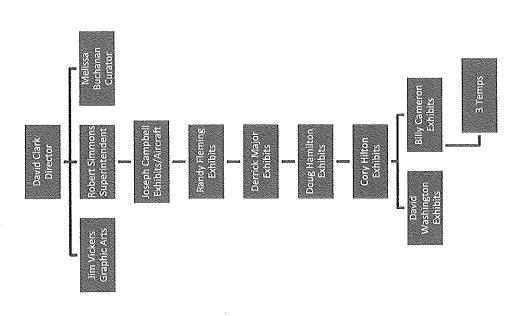
The agency has no recommendations for restructuring at this time.

### \*HOME OF THE USS YORKTOWN\* PPDA Exec Director Org Chart Direct Reports



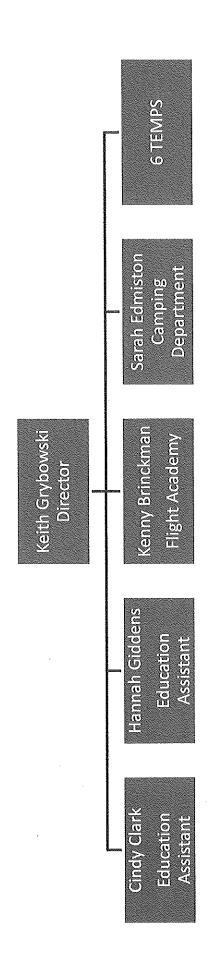
# PPDA Admin/ Finance Services





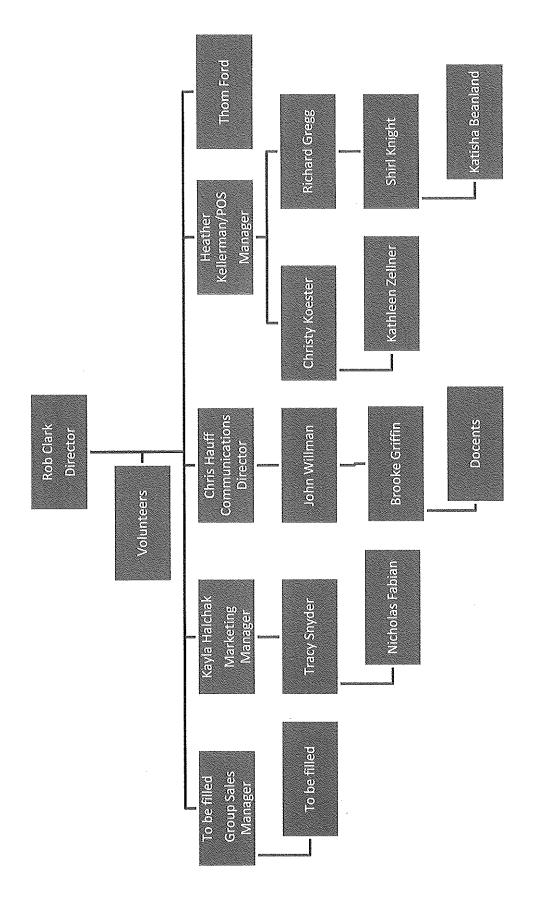
Effective 09/18/2018

## **PPDA Education Department**



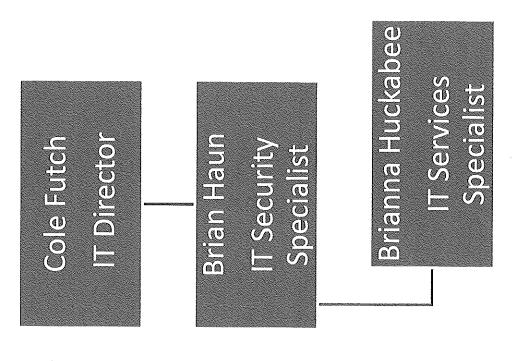
Effective 09/18/2018

## PPDA Marketing/ Group Sales



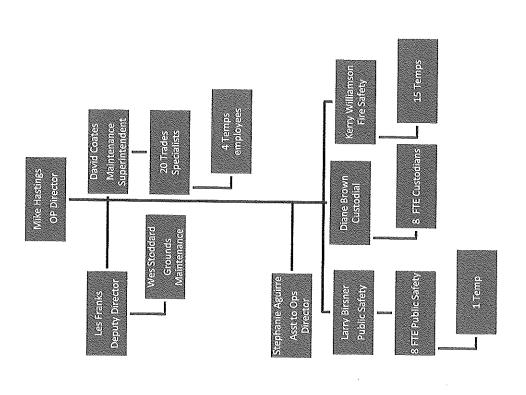
Effective 09/18/2018

### PPDA IT Department



Effective 09/18/2018

### PPDA OPS Department



Effective 09/18/2018

Strategic Planning and Performance Measurement Template

		•	<b>-</b>					Strategic Planning and	Performance Measurement Template
Statewide Enterprise Strategic Objective	Туре	<u>Item#</u> Goal Strategy Measure	Description		2018-19 Target	Time Applicable Actual	Data Source and Availability	Calculation Method	Meaningful Use of Measure
Public Infrastructure and Economic Development	G	1	Ensure Patriots Point Naval and Maritime Museum maintains financial self sur						
·	S	1.1	Maximize the land value managed by PPDA through land leases						
	М	1.1.1	Continue working w/ partner developers to get zoning approval & begin constru						
	М	1.1.2	Maintain existing land leases and partnerships						
	S	1.2	Increase ticket sales to 300,000 per year						
	М	1.2.1	Increase ticket sales to 300,000 per year	305576	311688	286,502 July-June	Paid Attendance	Total Paid Visitors	Sustained Growth/Self-Sufficency
	М	1.2.2	Develop statewide awareness of Patriots Point and its mission through various r			•			· · · · · · · · · · · · · · · · · · ·
	М	1.2.3	Create profitable value added partnerships						-
	М	1.2.4	Improve Naval and Maritime Museum "product" through implementation of ne						
	S	1.3	Ensure that the annual budget will support all approved/authorized opera						
	М	1.3.1	Continue to produce a balanced budget every year						
Public Infrastructure and Economic Development	G	2	Enhance Patriots Point Naval and Maritime Museum status as a world class de						
	S	2.1	Implement Museum Master Plan recommendations						
	S	2.2	Promote Patriots Point Naval and Maritime Museum through wide range						
	М	2.2.1	Facebook	193,820	300000	259,000 July-June	#Followers	Count of total followers	Continued growth of audience
	M	2.2.2	Instagram	2450	3450	4500 July-June	#Followers	Count of total followers	Continued growth of audience
	М	2.2.3	Twitter	6517	7000	6700 July-June	#Followers	Count of total followers	Continued growth of audience
	M	2.2.4		\$500,000 \$		\$1.48M July-June	Meltwater/TVEyes	Total \$	Total \$ Earned Media
	S	2.3	Enhance and improve exhibits and programs	<del>γ500,000 γ</del>	,2.5.11	yarrom sary same	merewater, 172, es	. Otal Ç	Total y Zamea Media
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Strategic Planning and Performance Measurement Template

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Statewide Enterprise Strategic Objective	Туре	Item#  Goal Strategy Measure	Description		2019-20 Target Ac	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
Public Infrastructure and Economic Development	G	1	Ensure Patriots Point Naval and Maritime Museum maintains financial self su						
·	S	1.1	Maximize the land value managed by PPDA through land leases						
	М	1.1.1	Continue working w/ partner developers to get zoning approval & begin constru						
	М	1.1.2	Maintain existing land leases and partnerships						
	S	1.2	Increase ticket sales to 300,000 per year						
	М	1.2.1	Increase ticket sales to 300,000 per year	305576	311688	July-June	Paid Attendance	Total Paid Visitors	Sustained Growth/Self-Sufficency
	М	1.2.2	Develop statewide awareness of Patriots Point and its mission through various			,			
	М	1.2.3	Create profitable value added partnerships						
	М	1.2.4	Improve Naval and Maritime Museum "product" through implementation of ne						
Maintaining Safety, Integrity and Security	S	1.3	Ensure that the annual budget will support all approved/authorized oper						
	M	1.3.1	Continue to produce a balanced budget every year						
	G	2	Enhance Patriots Point Naval and Maritime Museum status as a world class d						
	S	2.1	Implement Museum Master Plan recommendations						
	S	2.2	Promote Patriots Point Naval and Maritime Museum through wide range						
	M	2.2.1	Facebook	193,820	300000	July-June	#Followers	Count of total followers	Continued growth of audience
	M	2.2.2	Instagram	2450	3450	July-June	#Followers	Count of total followers	Continued growth of audience
	M	2.2.3	Twitter	6517	7000	July-June	#Followers	Count of total followers	Continued growth of audience
	M	2.2.4	Earned Media	\$500,000		July-June	Meltwater/TVEyes	Total \$	Total \$ Earned Media
	S	2.3	Enhance and improve exhibits and programs	, 000,000	JZ.JIVI	July-Julie	Weitwater/ I v Lyes	TOTAL 2	Total 3 Latried Media
Education, Training, and Human Development	G	3	Emance and improve exhibits and programs			continuous			
Education, Training, and Human Development	S	3.1	Increase presence by furthering programs and activities			continuous			
	M	3.1.1	Expand History, Science and Aviation programs						
	M	3.1.2	Expand distance learning programs						
	M	3.1.3	Improve Professional Teacher Development Program						
	M	3.1.4	Improve digital distrubition of onsite programs			continuous			
	S	3.2	Optimize museum assets to attract/engage the community as the leading			Continuous			
	M	3.2.1	Develop programs using diverse stories						
	M	3.2.2	Develop new, interactive, guest accessible programs			Continuous			
	S	3.3	Transform Patriots Points' infrastructure and application services to better			Continuous			
	M	3.3.1	•••						
	M	3.3.1	Provide IT services leveraging virtualization and cloud-based technologies when			Cantinuous			
			Explore the user of laaS (Infrastructure as a Service) options where appropriate,			Continuous			
	S	3.4	Proivde resources and processes that cultivate continuous improvement						
	М	3.4.1	Develop a capacity planning and continuous improvements practice including so						

**Program Template** 

										Program Template
Program/Title	Purpose			enditures (Actual <u>)</u>				xpenditures (Projected)		Associated Measure(s)
Flogram, Title	Fulpose	General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	Associated Measure(s)
	Operate a naval and Maritime Museum									
Patriots Point Naval and	employing historic ships, exhibits, history		\$ 11,891,728		11,891,72	Q	\$ 11,905,	720	\$ 11,905,720	
Maritime Museum	programs, overnight camping, group		J 11,091,720	'	, 11,031,72	6	J 11,905,	,720	3 11,903,720	
	education programs and camps									
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Fiscal Year 2018-2019 Accountability Report

Legal Standards Template

Agency Name:	PATRIOTS POINT DEVELOPMENT AUTHORITY								
Agancy Codo:	D260	Sections	#N/A						

ltem#	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who your agency must or may serve?  (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	<u>If other service or product</u> , please specify what service or product.
1	51-13-710	State	Statute	To establish and develop a National Naval Museum of ships and to develop and improve the Patriots Point area to provide a place of education and recreation to foster among the people pride and patriotism in our nation and its heritage.				
2	43-26-90	State	Statute	Title 43, Chapter 26- Operation of Vending Facilities by Blind Persons, Section 43-26-90 Buildings not subject to Chapter. Patriots Point is exempted from this regulation.				
3	60-11-150	State	Statute	Title 60, Chapter 11- Libraries, Archives, Museums and Arts-Archives Act and Civil War Sesquicentennial Advisory Board. Section 150 appoints Executive Director of Patriots Point to serve on the Advisory Board.				
4	56-3	State	Statute	PPDA License tag				
5	Section 1- 5- 40	State	Statute	Title 1, Chapter 5- Administration of Government, Secretary of State. Section 40 Duty to monitor state boards and commissions, certification of dates of terms of service.				
6	P.L. 1028, 84th Congress, 10 USC 7308	Federal	Statute	The Act of Aug. 10, 1956 authorizes the Secretary of the Navy to transferby gift or otherwise, on terms prescribed by him, any obsolete vessel of the Navy to any State, municipal corporation of the United States. This Law is cited in the contracts for all three ships located at Patriots Point.				

PATRIOTS POINT DEVELOPMENT AUTHORITY Agency Name:

Agency Code and Section:	P360	#N/A	7	Accountability incport
		,	_	Customer Template
Service/Product Provided to Customers	Customer Segments	Specify only for the following Segments:  (1) Industry: Name; (2) Professional  Organization: Name; (3) Public:  Demographics.	– Divisions or Major Programs	Description
Provides services associated with Naval and Maritime History , including a	General Public	General public (people interested in	Patriots Point Naval & Maritime	A Naval and Maritime Museum employing historic ships, exhibits, history programs, overnight
musuem, museum exhibits, ships and educational programs.		Naval, Maritime, Military and US History; school groups)	Museum	camping, group education programs and camps

Agency Name:	PATRIOTS POINT DEVELOPMENT AUTHORITY
	<del>-</del>

Fiscal Year 2018-2019 Accountability Report

Agency Code and Section: P360 #N/A

Name of Partner I	Entity			Partner Templa
Name of Partner B	ntity			
		Type of Partner Entity	Description of Partnership	Associated Goal(s)
College of Charleston		Higher Education Institute	Land lease for Athletic Facilities	Strategic Goal 1.1
Congressional Medal of Honor Muser		Private Business Organization	Housing of Congressional Medal of Honor Museum	Strategic Goal 2
Bennett Hospitality		Private Business Organization	Land Lease for cottages	Strategic Goal 1.1.2
Bennett Hospitality		Private Business Organization	Land lease for golf course	Strategic Goal 1.1.2
op Shelf Catering		Private Business Organization	Catering, Restaurant and Concessions for the Museum	Strategic Goal 1.2.2
light Avionics		Private Business Organization	Operation of the Flight Simulator	Strategic Goal 1.2.2
piritline Cruises		Private Business Organization	Ft. Sumter/Harbor Tour Commissions	Strategic Goal 1.2.2

Benort and External Review Template

cy couc.	F 300	Section.	032					Report and External Review Temp
Item	Is this a Report, Review, or bot	th? Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
	External Review and Report		SC House Legislative Oversight Committee	State	Annually	June 30, 2017		Request from SC House Legislative Oversight Committee
	External Review and Report		Department of Administration	State	Annually	March 1, 2019		Request from SC Department of Administration
	External Review and Report		Department of Administration	State	Quarterly	10/15/2018; 1/15/2019; 4/15/2019; 7/15/2019		Request from SC Department of Administration
	External Review and Report		Department of Administration	State	Annually	August 31, 2018		Request from SC Department of Administration
	External Review and Report		Department of Administration	State	Annually	August 31, 2018		Request from SC Department of Administration
	External Review and Report		Commission on Human Affairs	State	Annually	October 15, 2018		Request from SC Department of Administration
	External Review and Report		Department of Administration	State	Annually	February 28, 2019		Request from SC Department of Administration
	External Review and Report		Department of State Auditor	State	Annually	October 15, 2018		State Auditor's Office
	External Review and Report		Naval History and Heritage Command	Federal	Annually	April 30, 2019		Request sent from Naval History and Heritage Command
	External Review and Report		National Naval Aviation Museum	Federal	Annually	April 30, 2019		
	External Review and Report		United States Marine Corps	Federal	Annually	April 30, 2019		Request sent from United States Marine Corps Artifacts Loan Progra
	External Review and Report		United States Army- Tanks Automotive and Armaments Command Division (TACOM)	Federal	Annually	April 30, 2019		Request sent from US Army Artifacts Loan Program
	External Review and Report		South Carolina Energy Office, to report on progress to the General Assembly	State	Annually	September 29, 2018		iparris@energy.sc.gov
	External Review and Report		State Fleet Management	State	Annually	Last day of the month- March, June, Sept, Dec.		alexis.cook@admin.sc.gov
	External Review and Report		SC Department of Health and Environmental Control, Office of Solid Waste Reduction and Recycling	State	Annually	August 26, 2018		vasinsle@dhec.sc.gov
	External Review and Report		State Engineers	State	Quarterly	Last day of the month- March, June, Sept, Dec.		Request sent from State Engineers Office