

AGENCY NAME:	PATRIOTS POINT DEVELOPMENT AUTHORITY	
AGENCY CODE:	P360	SECTION:

**Fiscal Year 2019–2020
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.
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AGENCY VISION	The vision of the Patriots Point Naval and Maritime Museum is to honor the past and to inspire the future.
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Does the agency have any major or minor recommendations (internal or external) that would allow the agency to operate more effectively and efficiently?

	Yes	No
RESTRUCTURING RECOMMENDATIONS:	<input type="checkbox"/>	<input type="checkbox"/>

Is the agency in compliance with S.C. Code Ann. § 2-1-230, which requires submission of certain reports to the Legislative Services Agency for publication online and to the State Library? See also S.C. Code Ann. § 60-2-30.

	Yes	No
REPORT SUBMISSION COMPLIANCE:	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 30-1-10 through 30-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

	Yes	No
RECORDS MANAGEMENT COMPLIANCE:	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Is the agency in compliance with S.C. Code Ann. § 1-23-120(J), which requires an agency to conduct a formal review of its regulations every five years?

	Yes	No
REGULATION REVIEW:	<input type="checkbox"/>	<input type="checkbox"/>

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

I have reviewed and approved the enclosed FY 2019–2020 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	Signature on file
(TYPE/PRINT NAME):	Larry G. Murray, Jr.

BOARD/CMSN CHAIR (SIGN AND DATE):	Signature on file
(TYPE/PRINT NAME):	Wayne Adams

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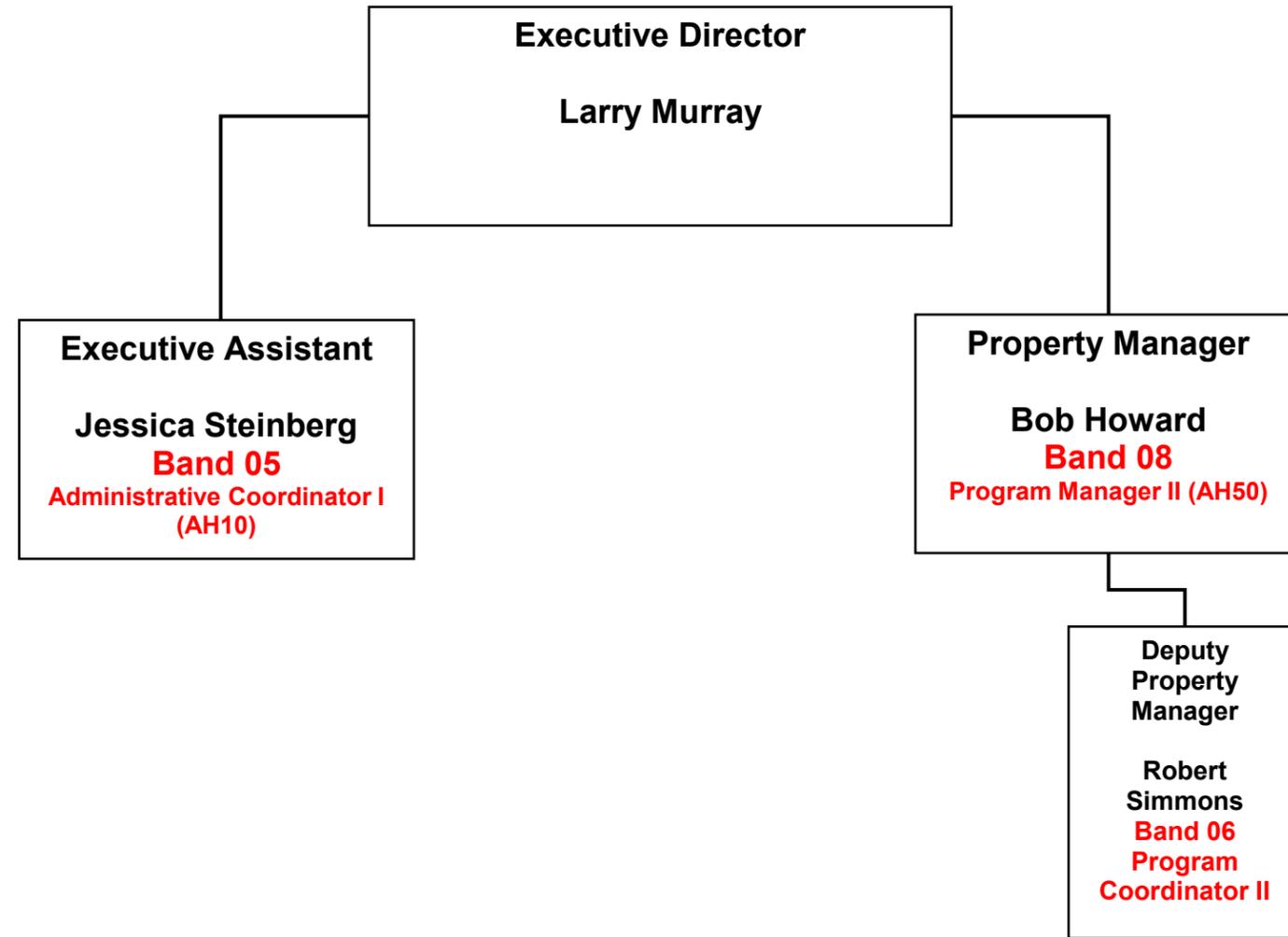
AGENCY’S DISCUSSION AND ANALYSIS

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.

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**).

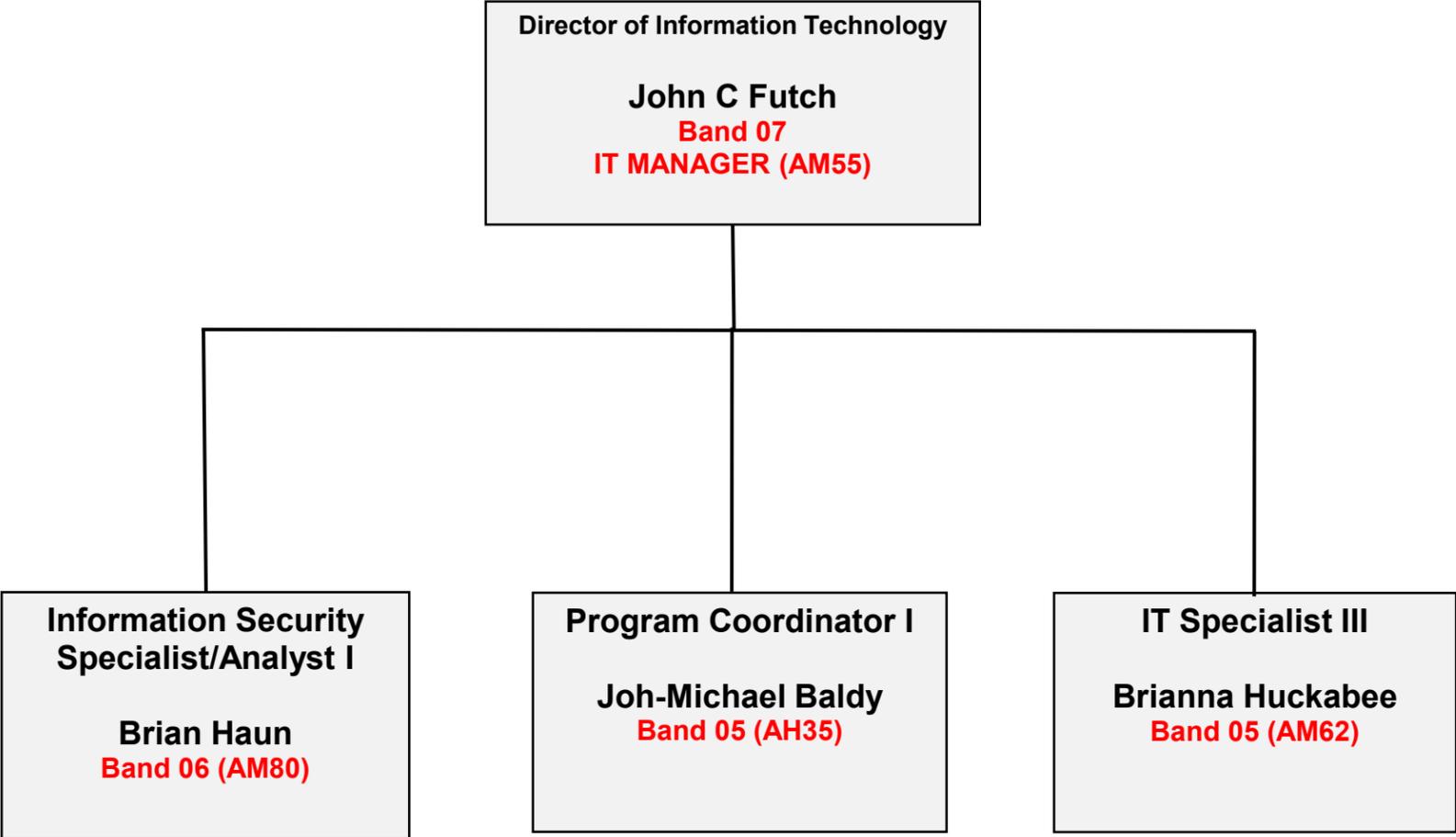
Patriots Point Development Authority is also charged with the mission of managing 400 acres of land bordering the Charleston Harbor as a place of tourism and recreation. To this end, PPDA has entered into lease agreements with a golf course, a hotel and College of Charleston athletic facilities (**Goal 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**).

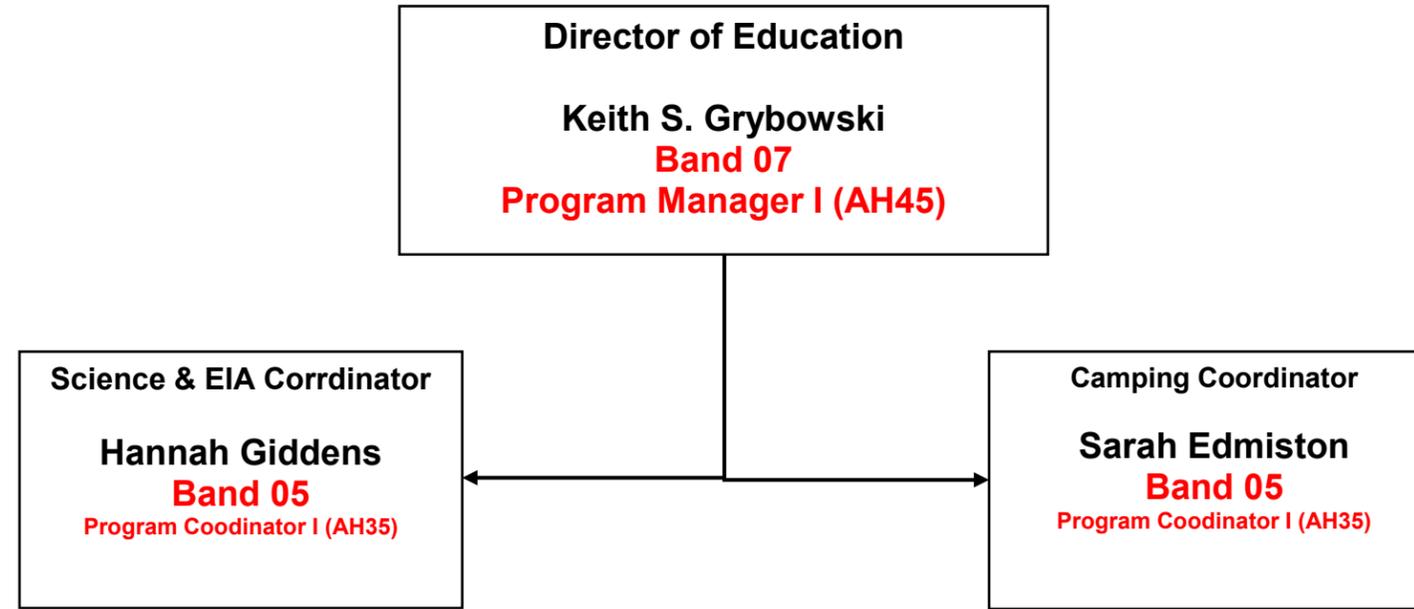
COVID-19 struck in early March 2020. Patriots Point Development Authority, according to state guidelines, was forced to close the Museum doors to the public on March 18, 2020. This closure greatly impacted the revenue of the Museum, as the operating budget is contingent upon ticket sales. 57 temporary employees were laid off and “bare-bones” budget was adopted. Many goals, strategies and measures were not met since the closure due to COVID-19. Education programs for school groups, overnight camping and aviation were not conducted which affects both projected numbers of attendance and revenue. The projected budget for FY 20-21 is at 50% to normal, as camping and education programs have not resumed, and travel of potential guests is still not at typical numbers. The Museum is being very conservative with it’s budget, ticket sales andx projected growth in social media followers (**Goal 2; Strategy 2.2; Objectives 2.2.1, 2.2.2, 2.2.3, 2.2.4**).



FINANCE/ ADMIN/GIFTSHOP







Director of Marketing, Sales & Public Relations
Robert G Clark
Band 07
Program Manager I (AH45)



Public Relations Manager
Chris Hauff
Band 06
Public Info Director I (BC30)

POS/Analytics
Customer Experience
Heather Kellerman
Band 06
Program Coordinator II (AH40)

Marketing Manager
Sis Reda
Band 05
Program Coordinator I (AH35)

Group Sales
Kevin Sutton
Band 06
Program Coordinator II (AH40)

Volunteer Coordinator
Thom Ford
Volunteer
Foundation Employee

John Willman
Media Specialist
Band 05
Media Resources
Spec II (BG60)

Richard Gregg
Program Assistant
Band 04
Program Assistant
(AH30)

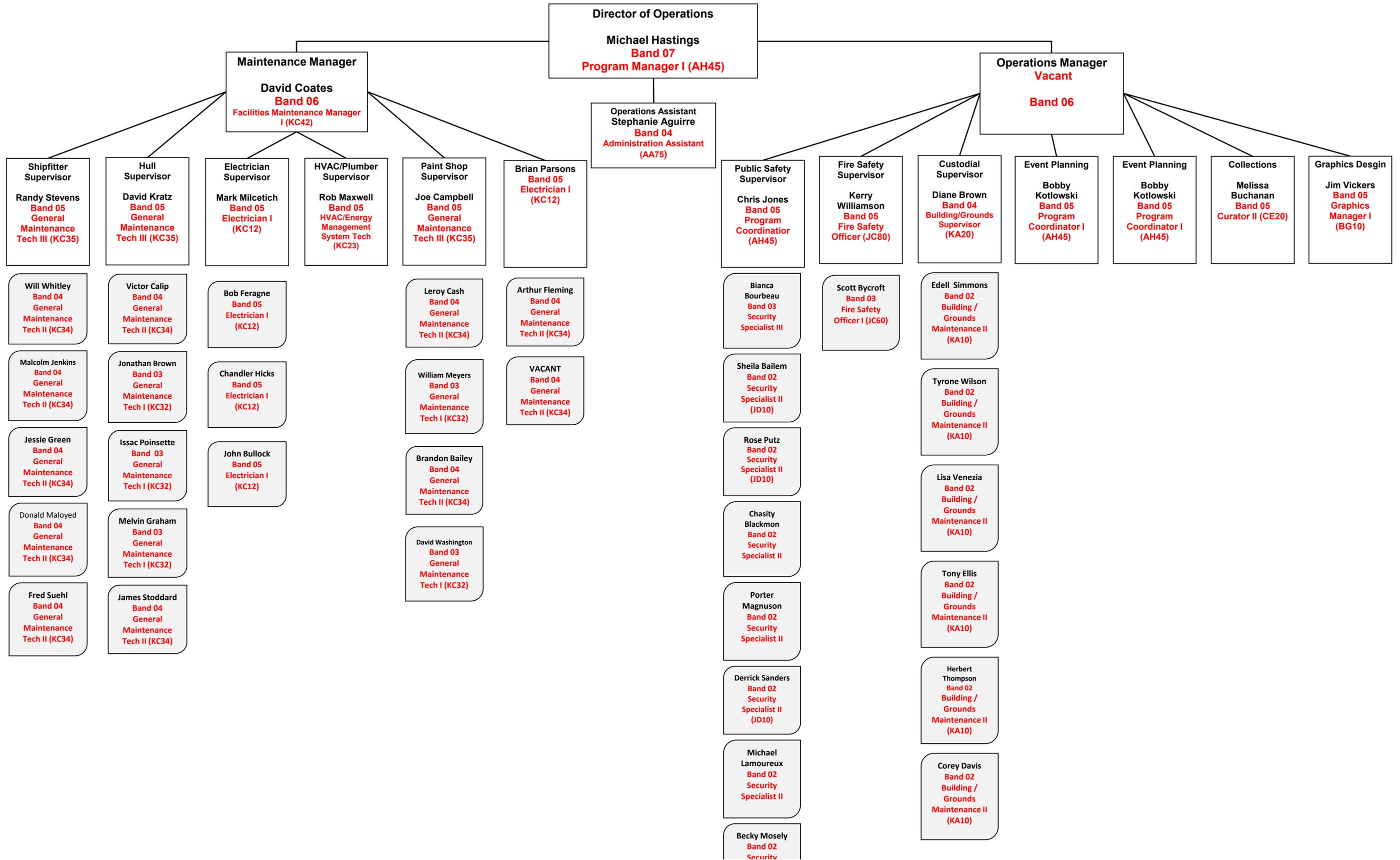
Shirl Knight
Admin Spec. II
Band 03
Administrative

Katisha Beanland
Galaxy/IT Tech
FTT

Linda Seay
Supply Spec I
FTT

40 Significantly Active
Volunteers

100 Total Volunteers
on books



Director of Operations
Michael Hastings
 Band 07
 Program Manager I (AH45)

Maintenance Manager
David Coates
 Band 06
 Facilities Maintenance Manager I (KC42)

Operations Manager
Vacant
 Band 06

Operations Assistant
Stephanie Aguirre
 Band 04
 Administration Assistant (AA75)

Shipfitter Supervisor
Randy Stevens
 Band 05
 General Maintenance Tech III (KC35)

Hull Supervisor
David Kratz
 Band 05
 General Maintenance Tech III (KC35)

Electrician Supervisor
Mark Milcetch
 Band 05
 Electrician I (KC12)

HVAC/Plumber Supervisor
Rob Maxwell
 Band 05
 HVAC/Energy Management System Tech (KC23)

Paint Shop Supervisor
Joe Campbell
 Band 05
 General Maintenance Tech III (KC35)

Brian Parsons
 Band 05
 Electrician I (KC12)

Public Safety Supervisor
Chris Jones
 Band 05
 Program Coordinator (AH45)

Fire Safety Supervisor
Kerry Williamson
 Band 05
 Fire Safety Officer (JC80)

Custodial Supervisor
Diane Brown
 Band 04
 Building/Grounds Supervisor (KA20)

Event Planning
Bobby Kotlowski
 Band 05
 Program Coordinator I (AH45)

Event Planning
Bobby Kotlowski
 Band 05
 Program Coordinator I (AH45)

Collections
Melissa Buchanan
 Band 05
 Curator II (CE20)

Graphics Design
Jim Vickers
 Band 05
 Graphics Manager I (BG10)

Will Whitley
 Band 04
 General Maintenance Tech II (KC34)

Victor Calip
 Band 04
 General Maintenance Tech II (KC34)

Bob Feragne
 Band 05
 Electrician I (KC12)

Leroy Cash
 Band 04
 General Maintenance Tech II (KC34)

Arthur Fleming
 Band 04
 General Maintenance Tech II (KC34)

Bianca Bourbeau
 Band 03
 Security Specialist III

Scott Bycroft
 Band 03
 Fire Safety Officer I (JC60)

Edell Simmons
 Band 02
 Building / Grounds Maintenance II (KA10)

Malcolm Jenkins
 Band 04
 General Maintenance Tech II (KC34)

Jonathan Brown
 Band 03
 General Maintenance Tech I (KC32)

Chandler Hicks
 Band 05
 Electrician I (KC12)

William Meyers
 Band 03
 General Maintenance Tech I (KC32)

VACANT
 Band 04
 General Maintenance Tech II (KC34)

Sheila Bailem
 Band 02
 Security Specialist II (JD10)

Tyrone Wilson
 Band 02
 Building / Grounds Maintenance II (KA10)

Jessie Green
 Band 04
 General Maintenance Tech II (KC34)

Issac Poinsette
 Band 03
 General Maintenance Tech I (KC32)

John Bullock
 Band 05
 Electrician I (KC12)

Brandon Bailey
 Band 04
 General Maintenance Tech II (KC34)

Rose Putz
 Band 02
 Security Specialist II (JD10)

Lisa Venezia
 Band 02
 Building / Grounds Maintenance II (KA10)

Donald Maloyed
 Band 04
 General Maintenance Tech II (KC34)

Melvin Graham
 Band 03
 General Maintenance Tech I (KC32)

John Bullock
 Band 05
 Electrician I (KC12)

David Washington
 Band 03
 General Maintenance Tech I (KC32)

Chasity Blackmon
 Band 02
 Security Specialist II

Tony Ellis
 Band 02
 Building / Grounds Maintenance II (KA10)

Fred Suehl
 Band 04
 General Maintenance Tech II (KC34)

James Stoddard
 Band 04
 General Maintenance Tech II (KC34)

David Washington
 Band 03
 General Maintenance Tech I (KC32)

Porter Magnuson
 Band 02
 Security Specialist II

Tony Ellis
 Band 02
 Building / Grounds Maintenance II (KA10)

Derrick Sanders
 Band 02
 Security Specialist II (JD10)

Herbert Thompson
 Band 02
 Building / Grounds Maintenance II (KA10)

Michael Lamoureux
 Band 02
 Security Specialist II

Corey Davis
 Band 02
 Building / Grounds Maintenance II (KA10)

Becky Mosely
 Band 02
 Security

Agency Name: PATRIOTS POINT DEVELOPMENT AUTHORITY

Fiscal Year 2019-2020
Accountability Report

Agency Code: P360 Section: 52

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Public Infrastructure and Economic Development	G	1			Ensure Patriots Point Naval and Maritime Museum maintains financial self s							
	S	1.1			Maximize the land value managed by PPDA through land leases			2099055	year end June			lease revenues
	M		1.1.1		Continue working w/ partner developers to get zoning approval & begin const							
	M		1.1.2		Maintain existing land leases and partnerships							
	S	1.2			Increase ticket sales to 300,000 per year							
	M		1.2.1		Increase ticket sales to 300,000 per year	305576	311688	193,294	July-June	Paid Attendance	Total Paid Visitors	Sustained Growth/Self-Sufficiency
	M		1.2.2		Develop statewide awareness of Patriots Point and its mission through variou							
	M		1.2.3		Create profitable value added partnerships							
	M		1.2.4		Improve Naval and Maritime Museum "product" through implementation of r							
Maintaining Safety, Integrity and Security	S	1.3			Ensure that the annual budget will support all approved/authorized ope							
	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							
	S	2.1			Implement Museum Master Plan recommendations							
	S	2.2			Promote Patriots Point Naval and Maritime Museum through wide rang							
	M		2.2.1		Facebook	193,820	300000	268,536	July-June	#Followers	Count of total followers	Continued growth of audience
	M		2.2.2		Instagram	2450	3450	5500	July-June	#Followers	Count of total followers	Continued growth of audience
	M		2.2.3		Twitter	6517	7000	6796	July-June	#Followers	Count of total followers	Continued growth of audience
	M		2.2.4		Earned Media	\$500,000	\$2.5M	\$100,000	July-June	Meltwater/TVEyes	Total \$	Total \$ Earned Media
	S	2.3			Enhance and improve exhibits and programs							
Education, Training, and Human Development	G	3							continuous			
	S	3.1			Increase presence by furthering programs and activities				continuous		groups	
	M		3.1.1		Expand History, Science and Aviation programs	0	>0					
	M		3.1.2		Expand distance learning programs	0	>0					
	M		3.1.3		Improve Professional Teacher Development Program	0	>0					
	M		3.1.4		Improve digital distribution of onsite programs	0	>0		continuous			
	S	3.2			Optimize museum assets to attract/engage the community as the leadin							
	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 bet							
	M		3.3.1		Provide IT services leveraging virtualization and cloud-based technologies whe							
	M		3.3.2		Explore the user of IaaS (Infrastructure as a Service) options where appropriat				Continuous			
	S	3.4			Provide resources and processes that cultivate continuous improvement							
	M		3.4.1		Develop a capacity planning and continuous improvements practice including							

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Public Infrastructure and Economic Development	G	1			Ensure Patriots Point Naval and Maritime Museum maintains financial self s							
	S	1.1			Maximize the land value managed by PPDA through land leases		1650954					lease revenues
	M		1.1.1		Continue working w/ partner developers to get zoning approval & begin const							
	M		1.1.2		Maintain existing land leases and partnerships					Collected rent		
	S	1.2			Increase ticket sales back up to 300,000 per year							
	M		1.2.1		Increase ticket sales to 300,000 per year	193,294	143,251		June-July	Paid attendance	Total Paid Visitors	Sustained Growth/Self-Sufficiency
	M		1.2.2		Develop statewide awareness of Patriots Point and its mission through variou							
	M		1.2.3		Create profitable value added partnerships							
	M		1.2.4		Improve Naval and Maritime Museum "product" through implementation of r							
	S	1.3			Ensure that the annual budget will support all approved/authorized ope							
	M		1.3.1		Continue to produce a balanced budget every year							
Maintaining Safety, Integrity and Security	G	2			Enhance Patriots Point Naval and Maritime Museum status as a world class							
	S	2.1			Implement Museum Master Plan recommendations							
	S	2.2			Promote Patriots Point Naval and Maritime Museum through wide rang							
	M		2.2.1		Facebook	268,536	275,000		June-July	# followers	Count of Total Followers	Continued growth of audience
	M		2.2.2		Instagram	5500	10,000		June-July	# followers	Count of Total Followers	Continued growth of audience
	M		2.2.3		Twitter	6796	7,000		June-July	# followers	Count of Total Followers	Continued growth of audience
	M		2.2.4		Earned Media	\$100,000	\$100,000		June-July	Reporting	Total \$	Total earned media \$
	S	2.3			Enhance and improve exhibits and programs							
Education, Training, and Human Development	G	3										
	S	3.1			Increase presence by furthering programs and activities				Continuous	Groups	attendance in programs	# youth reached
	M		3.1.1		Expand History, Science and Aviation programs		0 >0			Groups	attendance in programs	# youth reached
	M		3.1.2		Expand distance learning programs	56,000	60,000			Groups	attendance in programs	# youth reached
	M		3.1.3		Improve Professional Teacher Development Program	300	400			Groups	attendance in programs	# youth reached
	M		3.1.4		Improve digital distribution of onsite programs	5,000	15,000		Continuous	Groups	attendance in programs	# youth reached
	S	3.2			Optimize museum assets to attract/engage the community as the leadin							
	M		3.2.1		Develop programs using diverse stories							
	M		3.2.2		Develop new, interactive, guest accessible programs							
	S	3.3			Transform Patriots Points' infrastructure and application services to bet							
	M		3.3.1		Provide IT services leveraging virtualization and cloud-based technologies whe							
	M		3.3.2		Explore the user of IaaS (Infrastructure as a Service) options where appropriat							
	S	3.4			Proivde resources and processes that cultivate continuous improvement							
	M		3.4.1		Develop a capacity planning and continuous improvements practice including							

