

*Educational and Cultural Subcommittee Meeting*

Thursday, January 11, 2018

Table of Contents

Contents

Agenda ..... 2

Meeting Minutes ..... 4

Patriots Point Study Timeline..... 8

Patriots Point Performance..... 9

    Types of Measures Utilized ..... 9

    Targets, and Results of Measures ..... 10

Committee Contact Information ..... 16

# AGENDA

***SOUTH CAROLINA HOUSE OF REPRESENTATIVES***



***LEGISLATIVE OVERSIGHT COMMITTEE***

***EDUCATION AND CULTURAL SUBCOMMITTEE***

***Chairman Joseph H. Jefferson, Jr.  
The Honorable Chandra E. Dillard  
The Honorable Tommy M. Stringer  
The Honorable John Taliaferro "Jay" West, IV***

***Thursday, January 11, 2018  
12:00 p.m., or a half hour after adjournment, whichever is latest  
Room 321 -Blatt Building***

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

**AGENDA**

- I. Approval of Minutes**
- II. Discussion of study of the Patriots Point Development Authority**
- III. Adjournment**

# MEETING MINUTES

**Chair Wm. Weston J. Newton**

*First Vice-Chair:*  
*Laurie Slade Funderburk*

## **Legislative Oversight Committee**

*Katherine E. "Katie" Arrington*  
*William K. "Bill" Bowers*  
*Neal Collins*  
*MaryGail K. Douglas*  
*William M. "Bill" Hixon*  
*Jeffrey E. "Jeff" Johnson*  
*Robert L. Ridgeway, III*  
*Edward R. Tallon Sr.*  
*John T. "Jay" West, IV*



*Bruce W. Bannister*  
*Gary E. Clary*  
*Chandra E. Dillard*  
*Phyllis J. Henderson*  
*Joseph H. Jefferson Jr.*  
*Mandy Powers Norrell*  
*Tommy M. Stringer*  
*Bill Taylor*  
*Robert Q. Williams*

### **South Carolina House of Representatives**

*Jennifer L. Dobson*  
*Research Director*

*Cathy A. Greer*  
*Administration Coordinator*

*Charles L. Appleby IV*  
*Legal Counsel*

*Carmen J. McCutcheon Simon*  
*Research Analyst/Auditor*

**Post Office Box 11867**  
**Columbia, South Carolina 29211**  
**Telephone: (803) 212-6810 • Fax: (803) 212-6811**

*Kendra H. Wilkerson*  
*Fiscal/Research Analyst*

**Room 228 Blatt Building**

### **Education and Cultural Subcommittee**

Monday, November 6, 2017  
Room 321 Blatt Building

#### **Archived Video Available**

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

#### **Attendance**

- I. The Education and Cultural Subcommittee meeting was called to order by Representative Joe Jefferson, Tuesday, December 5, 2017, in Room 321 of the Blatt Building. All members were present for some or all of the meeting, except Representative Stringer.

#### **Minutes**

- I. House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings. It is the practice of the Legislative Oversight Committee to provide minutes for its subcommittee meeting.

II. Representative Felder moves to approve the minutes from the Subcommittee’s meeting on November 6, 2017. A roll call vote is held, and the motions pass.

<b>Representative Felder’s motion to approve the minutes from the November 6, 2017, meeting:</b>	<b>Yea</b>	<b>Nay</b>	<b>Not Voting: Present</b>	<b>Not Voting: Absent</b>
Raye Felder	✓			
Joseph H. Jefferson, Jr.	✓			
Chandra E. Dillard			✓	
Tommy Stringer				✓

**Discussion of John de la Howe School**

- I. Representative Jefferson states that this is the subcommittee’s third meeting with John de la Howe. Further, he explains that the purpose of today’s meeting is to hear testimony about the agency’s feasibility study, performed under the authority of Proviso 7.5 in the 2017-2018 General Appropriations Act.
- II. Representative Jefferson explains that all testimony given to this subcommittee, which is an investigating committee, must be under oath. All those present from John de la Howe are sworn in, and those sworn in previous meetings remain under oath.
- III. Dr. James Franklin provides an introduction to the John de la Howe Feasibility Study performed by the Student-Centered Education Consulting Group.
- IV. Mr. Gerald Moore introduces and explains the purpose of the Student-Centered Education Consulting Group. Further, he presents the John de la Howe Feasibility Study on the following topics:
  - a. Findings
  - b. General Recommendations
  - c. Options for Future of School
- V. Dr. Jimmy Littlefield presents the finance portion of the John de la Howe Feasibility Study.
- VI. Subcommittee members ask questions, which different John de la Howe and Student-Centered Education Consulting Group representatives answer.
- VII. There being no further business, there was a short recess.

## Discussion of Patriots Point Authority

- I. Representative Jefferson states that this is the subcommittee's second meeting with Patriots Point Authority.
- II. Representative Jefferson explains that the purpose of today's meeting is to receive testimony about the agency's human and financial resources.
- III. Representative Jefferson explains that all testimony given to this subcommittee, which is an investigating committee, must be under oath. Representative Jefferson reminds those previously sworn in that they remain under oath and swears in the following individuals:
  - a. Mac Burdette, Executive Director
  - b. Royce Breland, Admin Services/Chief Financial Officer
  - c. Allison Hunt, Grants Administrator
- IV. Mr. Burdette testifies about the agency's human and financial resources. Subcommittee members ask questions. Various topics discussed and questioned include:
  - a. Additional ships
  - b. Admission cost
  - c. Accommodations tax
  - d. FTEs
  - e. Land leases and renovations
  - f. Archives

## Adjournment

- I. There being no further business the meeting was adjourned.

## PATRIOTS POINT STUDY TIMELINE

- February 2015 - Agency submits its **Annual Restructuring and Seven-Year Plan Report**, which is available online.
- January 14, 2016 - Agency submits its **2016 Annual Restructuring Report**, which is available online.
- May 10, 2017 - **Full committee votes to schedule Patriots Point Development Authority for study**. Video of the meeting is available online.
- June 27, 2017-July 28, 2017 - Committee solicits input from the public about the agency in the form of an **online public survey**. The results of the public survey are available online.
- July 14, 2017 - Agency submits its **2015-2016 Annual Accountability Report**, which serves as the **2017 Annual Restructuring Report** and is available online.
- July - August 2017 - Pursuant to SC Code Section 2-2-60(E), agency submits an **Annual Report** and additional documents in lieu of a **Program Evaluation Report**
- October 16, 2017 - Committee holds **public input meeting** (Meeting #1) about the Adjutant General's Office, Commission for Minority Affairs, Department of Natural Resources, and Patriots Point Development Authority. Video of the meeting is available online.
- November 6, 2017 - Education and Cultural Subcommittee holds **Meeting #2** to receive an overview of the agency and hear testimony about **Patriots Point's history, strategic plan, services, governance, and organization**.
- December 5, 2017 - Education and Cultural Subcommittee holds **Meeting #3** to receive testimony about the agency's **human and financial resources**.
- Ongoing - Public may submit written comments on the Oversight Committee's webpage on the General Assembly's website ([www.scstatehouse.gov](http://www.scstatehouse.gov)).



# PATRIOTS POINT PERFORMANCE

## *Types of Measures Utilized*

*There are four types of performance measures, which are explained below.*

- ***Inputs** are human or material resources used, such as number of staff hours or classroom space used to conduct welfare-to-work programs.*
- ***Outputs** are the amount of service, effort, or activity produced or delivered, such as number of clients receiving job training or number of students in AP courses.*
- ***Efficiency** measures are the amount of output or outcome achieved in terms of input, such as cost per participant in welfare-to-work programs, or cost per student.*
- ***Outcomes** are results or the effectiveness of a service or effort, such as the number of clients employed for at least half time within six months of job training or the percentage of students who graduate from high school.*

## *Targets, and Results of Measures*

Patriots Point Development Authority provides performance measure data in its Annual Restructuring Report and other submissions to the Committee.

### **GOAL 1- ENSURE PATRIOTS POINT NAVAL AND MARITIME MUSEUM MAINTAINS FINANCIAL SELF SUFFICIENCY**

Strategy 1.1 Maximize the land value managed by Patriots Point Development Authority through land leases

Objective 1.1.1- Identify and assign land lease to partner developer to create a multimillion dollar ongoing revenue source

Objective 1.1.2- Maintain existing land leases and partnerships

Performance Measures	FY 16 Target Value	FY 16 Actual Value	FY 17 Target Value	FY 17 Actual Value	Data Source and Availability	Calculation Method
Maintain non-reliance on state funds						

Strategy 1.2- Increase ticket sales to 300,000 per year

Objective 1.2.1-Develop statewide awareness of Patriots Point and its mission through various marketing methods

Objective 1.2.2- Create profitable value added partnerships

Objective 1.2.3- Improve Naval and Maritime Museum "product" through implementation of new exhibits/upgrades

Performance Measures	FY 16 Target Value	FY 16 Actual Value*	FY 17 Target Value	FY 17 Actual Value	Data Source and Availability	Calculation Method
Increase attendance	280,000	278,080	300,000	297,371	Admissions tickets sales	Track admissions through ticket sales; increase attendance to 300K by end of
Register 24,000 overnight campers annually	N/A	20,298	N/A	21,133	Overnight camping ticket sales	Track overnight camping ticket sales; increase annual campers to 24,000 by end of FY19
Achieve a 2% increase in merchandise sales	\$1,786,780	\$1,791,275	\$1,827,100	\$1,764,540	Gift shop sales	Measure gift shop sales; increase sales annually by 2% over Actual Value
Develop and design utilization options for previous "shipyard gallery" space to facilitate event rentals, education programs, and exhibit display by the end of 2016.	100%	75%	100%	100%	Completion of directives in scope of work	Completion of projects included in the scope of work
Achieve a 2% increase in parking revenue	\$607,255	\$608,775	\$620,950	\$638,977	Parking revenue reports	Parking revenue; increase revenue by 2% over Actual Value

Achieve a 1% increase in food sale and event rental revenue	\$568,185	\$542,243	\$547,655	\$556,575	Revenue reports from Top Shelf and event rentals	Revenue reports from Top Shelf catering and event rentals; increase revenue by 1% over Actual Value
---	-----------	-----------	-----------	-----------	--	---

\*If the negative or positive percentage difference between the target value and actual value is greater than 1%, it is noted in parentheses).

Strategy 1.3- Ensure that the annual budget will support all approved/authorized operational and capital expenditures, including debt service

Objective 1.3.1- Continue to produce a balanced budget every year

Performance Measures	FY 16 Target Value	FY 16 Actual Value	FY 17 Target Value	FY 17 Actual Value	Data Source and Availability	Calculation Method
Maintain financial stability and non-reliance on state funds						

**GOAL 2 ENHANCE PATRIOTS PONT NAVAL AND MARITIME MUSEUM AS A WORLD CLASS DESTINATION**

Strategy 2.1 Implement Museum Master Plan recommendations

Strategy 2.2 Promote Patriots Point Naval and Maritime Museum through a wide range of strategic media promotions/advertising

Objective 2.2.1 Maximize social and earned media opportunities to promote the museum and programs

Strategy 2.3 Enhance and improve exhibits and programs

Performance Measures	FY 16 Target Value	FY 16 Actual Value*	FY 17 Target Value	FY 17 Actual Value	Data Source and Availability	Calculation Method
Increase attendance	280,000	278,080	300,000	297,371	Admissions tickets sales	Track admissions through ticket sales; increase attendance to 300K by end of
Register 24,000 overnight campers annually	N/A	20,298	N/A	21,133	Overnight camping ticket sales	Track overnight camping ticket sales; increase annual campers to 24,000 by end of FY19
Achieve a 2% increase in merchandise sales	\$1,786,780.00	\$1,791,275	\$1,827,100	\$1,764,540	Gift shop sales	Measure gift shop sales; increase sales annually by 2% over Actual Value
Develop and design utilization options for previous "shipyard gallery" space to facilitate event rentals, education programs, and exhibit display by the end of 2016.	100%	75%	100%	100%	Completion of directives in scope of work	Completion of projects included in the scope of work

Achieve a 2% increase in parking revenue	\$607,255	\$608,775	\$620,950	\$638,977	Parking revenue reports	Parking revenue; increase revenue by 2% over Actual Value
Achieve a 1% increase in food sale and event rental revenue	\$568,185	\$542,243	\$547,655	\$556,575	Revenue reports from Top Shelf and event rentals	Revenue reports from Top Shelf catering and event rentals; increase revenue by 1% over Actual Value

\*If the negative or positive percentage difference between the target value and actual value is greater than 1%, it is noted in parentheses).

## COMMITTEE CONTACT INFORMATION





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