AGENCY NAME:	PATRIOTS POINT DEVELOPMENT AUTHORITY			
AGENCY CODE:	P-360	SECTION:	052	

SUBMISSION FORM

The mission of the Patriots Point Development Authority is 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.

AGENCY MISSION

The vision of the Patriots Point Development Authority is to provide an unsurpassed museum experience that educates, entertains, and inspires, while creating a self-sustaining business plan which includes attraction and property management objectives.

AGENCY VISION

Please state 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.

RESTRUCTURING	
RECOMMENDATIONS:	None

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

	<u>ivame</u>	<u>Pnone</u>	<u>Emaii</u>
PRIMARY CONTACT:	Mac Burdette	843.881.5920	mburdette @patriotspoint.org
SECONDARY CONTACT:	Allison Hunt	843.881.5920	ahunt@patriotspoint.org

AGENCY NAME:	PATRIOTS POINT DEVELOPMENT AUTHORITY			
AGENCY CODE:	P-360	SECTION:	052	

I have reviewed and approved the enclosed FY 2015-16 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	
(TYPE/PRINT NAME):	Mac Burdette
Board/Cmsn Chair (Sign and Date):	
(TYPE/PRINT NAME):	Ray Chandler

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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 (*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 n 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 2; Strategy 2.2; 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 (*Strategy 1.2; 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, 1.1.2; Strategy 1.2; Objectives 1.2.1, 1.2.2, 1.2.3; Strategy 1.3; Objective 1.3.1; 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 1.2.3; 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 1.1.2*). 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 1.1.2*). 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*).

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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.

Agency			Patriots Point Development Authority	
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Strategic Planning Template

			Strategic Planning Template			
	<u>ltem #</u>	Associated				
Type	Goal Strat Object		Description			
	t t	Objective				
		Public				
G	1	infrastructure and	Ensure Patriots Point Naval and Maritime Museum maintains financial self sufficiency			
	_	economic				
		development				
S	1.1		Maximize the land value managed by PPDA through land leases			
0	1.1.1		Identify and assign land lease to partner developer to create a multimillion dollar ongoing revenue source			
O	1.1.2		Maintain existing land leases and partnerships			
S	1.2		Increase ticket sales to 300,000 per year			
0	1.2.1		Develop statewide awareness of Patriots Point and its mission throus various marketing methods			
0	1.2.2		Create profitable value added partnerships			
0	1.2.3		Improve Naval and Maritime Museum "product" through implementation of new exhibits/upgrades			
S	1.3		Ensure that the annual budget will support all approved/authorized operational and capital expenditures, including debt service			
0	1.3.1		Continue to produce a balanced budget every year			
		Public				
G	2	infrastructure and	Enhance Patriots Point Naval and Maritime Museum status as a world class destination			
G	2	economic	Elinance Patriots Point Navai and Maritime Museum Status as a world class destination			
		development				
S	2.1		Implement Museum Master Plan recommendations			
S	2.2		Promote Patriots Point Naval and Maritime Museum through a wide range of strategic media promotions/advertising			
0	2.2.1		Maximize social and earned media opportunities to promote the museum and programs			
S	2.3		Enhance and improve exhibits and programs			

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Agency Name:

Patriots Point Development Authority

Performance Measurement Template

Item	Performance Measure	Target Value	Actual Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)
1	Increase attendance	280,000	278,080	300,000	7/1/2015-6/30/16	Admissions tickets sales	Track admissions through ticket sales; increase attendance to 200K by end of FY19	1.2
2	Register 24,000 overnight campers annually	24,000	20,298	24,000	7/1/2015-6/30/16	Overnight camping ticket sales	Track overnight camping ticket sales; increase annual campers to 24,000 by end of FY19	1.2
3	Achieve a 2% increase in merchandise sales	\$1,786,780.00	\$1,791,275	\$1,827,100	7/1/2015-6/30/16	Gift shop sales	Measure gift shop sales; increase sales annually by 2% over Actual Value	1.2;1.2.3
4	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%	7/1/2015-6/30/16	Completion of directives in scope of work	the scope of work	1.2.3;2.1;2.3
5	Achieve a 2% increase in parking revenue	\$607,255	\$608,775	\$620,950	7/1/2015-6/30/16	Parking revenue reports	Parking revenue; increase revenue by 2% over Actual Value	1.2
6	Achieve a 1% increase in food sale and event rental revenue	\$568,185	\$542,243	\$547,655	7/1/2015-6/30/16	Revenue reports from Top Shelf and event rentals	Revenue reports from Top Shelf catering and event rentals; increase revenue by 1% over Actual Value	1.2.2;1.2.3;2.3

Fiscal Year 2015-16
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Program Template

Program/Title	Dragram /Titla Durmaga		FY 2015-16 Expenditures (Actual)			FY 2016-17 Expenditures (Projected)				Associated Objective(s)
Program/ ritle	Purpose	General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	Associated Objective(s)
Patriots Point Naval and Maritime Museum	Operate a naval and Maritime Museum employing historic ships, exhibits, history programs, overnight camping, group education programs and camps		\$ 11,672,266		\$ 11,672,266		\$ 13,836,012		\$ 13,836,012	1;1.1;1.1.1;1.1.2;1.2;1.2. 1;1.2.2;1.2.3;1.3;1.3.1;2; 2.1;2.2;2.2.1;2.2;2.2.1;2. 3
					\$ -				\$ -	
					\$ -				\$ -	

ncy Name:	Patriots Point Development Authority						
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Legal Standards Template

Item#	Law Number	Jurisdiction	Type of Law	Statuary Requirement and/or Authority Granted	Associated Program(s)
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.	Naval and Maritime Museum
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.	Naval and Maritime Museum
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.	Naval and Maritime Museum
4	56-3	State	Statute	PPDA License tag	Naval and Maritime Museum
5	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.	Naval and Maritime Museum
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.	Naval and Maritime Museum

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Customer Template

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

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Partner Template
Associated Objective(s)

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Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Objective(s)
College of Charleston	Higher Education Institute	Land lease for Athletic Facilities	1.1
Congressional Medal of Honor	Private Business Organization	Housing of Congressional Medal of Honor Museum	2
Bennett Hospitality	Private Business Organization	Land Lease for cottages	1.1.2
Front Door Properties	Private Business Organization	Land lease for golf course	1.1.2
Top Shelf Catering	Private Business Organization	Catering, Restaurant and Concessions for the Museum	1.2.2
Flight Avionics	Private Business Organization	Operation of the Flight Simulator	1.2.2
Spiritline Cruises	Private Business Organization	Ft. Sumter/Harbor Tour Commissions	1.2.2

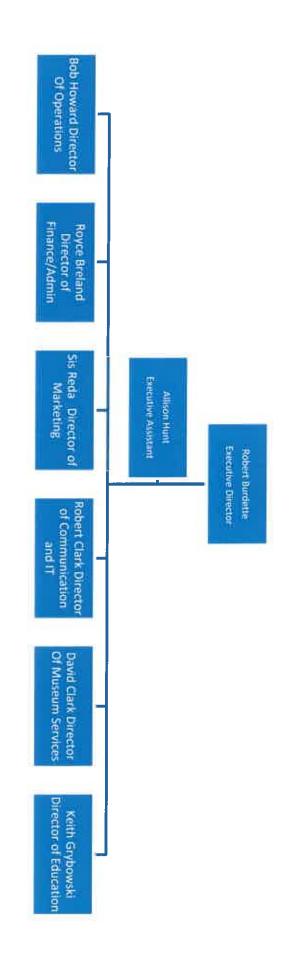
Report Template

Agency Name:	Patriots Point	t Development Authority					
Agency Code:	P-360	Section:	052				
Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	
1	Restructuring Report	SC House Legislative Oversight Committee	State	Annually	June 30, 2017	Agency information in regards to strategic planning, operations and performance	R
2	Leave Transfer Pool Program Report	Department of Administration	State	Annually	March 1, 2016	Provides an account of the amount of leave that has been moved to the Leave Transfer Pool.	
3	Audit and Certification Report to MMO	Department of Administration	State	Quarterly	10/15/2016; 1/15/2016; 4/15/2016; 7/15/2016	Report regarding the agency's use of Sole Source Providers. Report includes information regarding vendors and the amount spent.	
		Department of				This is a report of Workman's Compensation and	

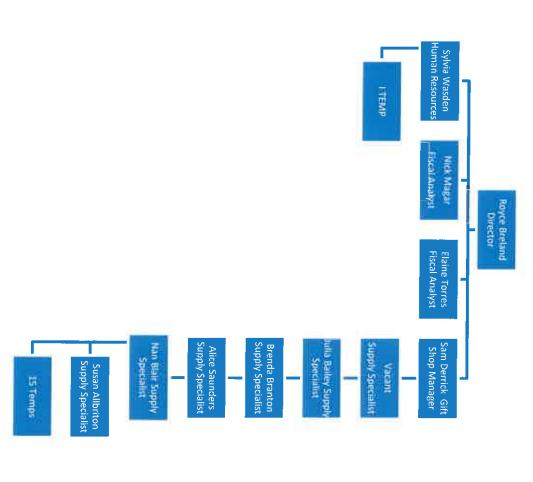
Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	Restructuring Report	SC House Legislative Oversight Committee	State	Annually	June 30, 2017	Agency information in regards to strategic planning, operations and performance	Request from SC House Legislative Oversight Committee
2	Leave Transfer Pool Program Report	Department of Administration	State	Annually	March 1, 2016	Provides an account of the amount of leave that has been moved to the Leave Transfer Pool.	Request from SC Department of Administration
3	Audit and Certification Report to MMO	Department of Administration	State	Quarterly	10/15/2016; 1/15/2016; 4/15/2016; 7/15/2016	Report regarding the agency's use of Sole Source Providers. Report includes information regarding vendors and the amount spent.	Request from SC Department of Administration
4	Report to State Accident Fund	Department of Administration	State	Annually	August 31, 2016	This is a report of Workman's Compensation and other insurance claims that would be covered by the State Accident Fund.	Request from SC Department of Administration
5	Bonuses Spreadsheet Report	Department of Administration	State	Annually	August 31, 2016	This is a report of all bonuses awarded during the fiscal year.	Request from SC Department of Administration
6	Equal Opportunity Employment Report	Commission on Human Affairs	State	Annually	October 15, 2016	Report contains information regarding the agency's efforts to meet goals regarding Equal Opportunity Employment.	Request from SC Department of Administration
7	Agency Debt Collection Report	Department of Administration	State	Annually	************	Report contains information regarding the agency's outstanding debt as of 12/31, and all methods being used to collect that debt	Request from SC Department of Administration
8	Annual Audit	Department of State Auditor	State	Annually	October 15, 2016	Agency annual financial report	State Auditor's Office
9	US Navy Artifact Loan Program	Naval History and Heritage Command	Federal	Annually	April 30, 2016	Report on condition of US Navy artifacts on loan to museum	Request sent from Naval History and Heritage Command
10	Naval Aircraft Loan Program	National Naval Aviation Museum	Federal	Annually	April 30, 2016	Report on condition of Naval aircraft on loan to museum	Request sent from National Naval Aviation Museum
11	USMC Artifacts Loan Program	United States Marine Corps	Federal	Annually	April 30, 2016	Report on condition of USMC artifacts on loan to museum	Request sent from United States Marine Corp Artifacts Loan Progra
12	US Army Loan Program	United States Army- Tanks Automotive and Armaments Command Division (TACOM)	Federal	Annually	April 30, 2016	Report on condition of US Army artifacts on loan to museum	Request sent from US Army Artifacts Ioan Program
13	Energy Consumption Report	South Carolina Energy Office, to report on progres to the General Assembly	State	Annually	#######################################	State law passed in 2008 which requires our orgnaization to reduce energy consumption 20% by 2020 and requires the SC Energy Officeto report on progress to the General Assembly annually	iparris@energy.sc.gov
14	Quarterly Agency State Vehicle Accident Summary Report	State Fleet Management	State	Annually	Last day of the month- March, June, Sept., Dec.	Reports the number of vehicles owned/leased, miles driven, in addition to any and all data regarding accidents during the quarter.	alexis.cook@admin.sc.gov
15	SC Solid Waste Management Annual Report	SC Department of Health and Environmental Control, Office of Solid Waste Reduction and Recycling	State	Annually	August 26, 2016	Identifies amount of material that was recycled in fiscal year by product, recycling vendor and weight in tons.	<u>vasinsle@dhec.sc.gov</u>
16	Agency IDC Quarterly Report	State Engineers	State	Quarterly	Last day of the month- March, June, Sept., Dec.	IDC Contracts for Professional Services, identifying project, company name, delivery order #, description of work funds and total paid	Request from State Engineers Office

Agency Name:	Patriot	s Point Development	Fiscal Year 2015-16	
Assess Code	D 262	Cartina	052	Accountability Report
Agency Code:	P-360	Section:	052	Oversight Bavious Template
_				Oversight Review Template
ltem	Name of Entity Conducted Oversight Review	Type of Entity	Oversight Review Timeline (MM/DD/YYYY)	Method to Access the Oversight Review Report
1	House Legislative Oversight Committee	State	07/01/2015-06/30/2016	Access online at http://www.scstatehouse.gov/Committeeinfo/HouseLegislativeOve
-				

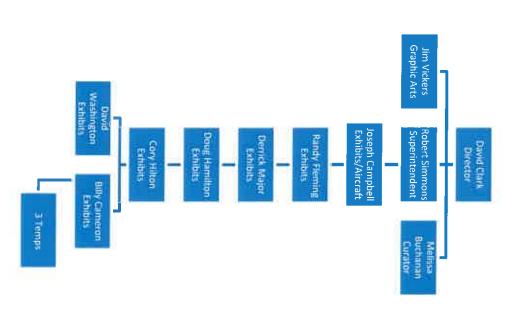
PPDA Exec Director Org Chart **Direct Reports**



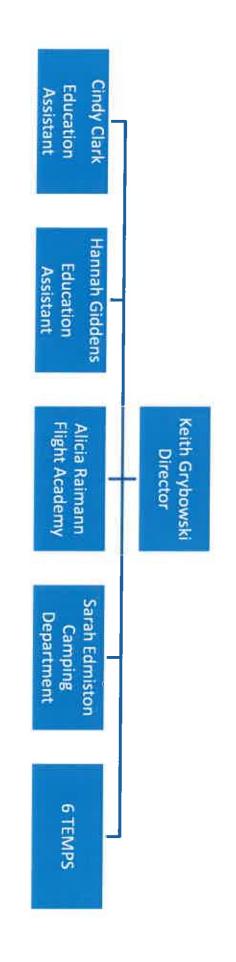
PPDA Admin/ Finance Services



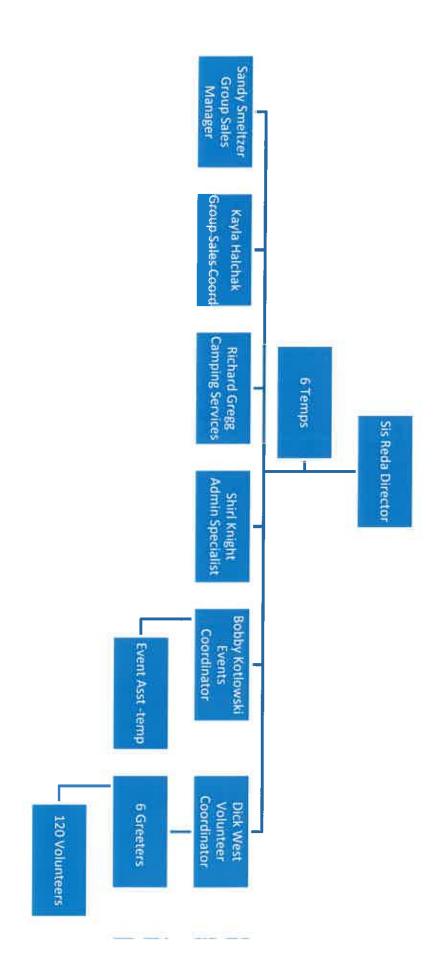
PPDA Museum Services



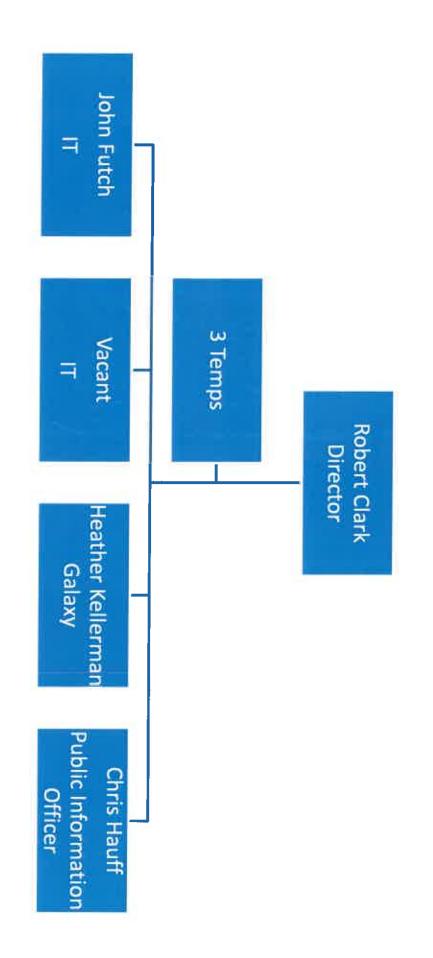
PPDA Education Department



PPDA Marketing/ Group Sales



PPDA IT/Communications Department



PPDA OPS Department

