



# **2024 Annual Accountability Report**

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**Patriot's Point Development Authority**

**Agency Code: P360**

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## **AGENCY’S DISCUSSION AND ANALYSIS**

### **About the Agency**

Patriots Point Development Authority was established in the 1970s to develop a naval & maritime museum on Charleston Harbor with the World War II aircraft carrier, USS Yorktown as its centerpiece. In addition to the USS Yorktown, Patriots Point Naval & Maritime Museum includes the USS Laffey, the most decorated World War II era destroyer still in existence. The only Vietnam Experience Exhibit in the U.S., a Cold War Memorial, and the Congressional Medal of Honor Society’s official Medal of Honor Museum round out the museum.

Since opening in 1976, Patriots Point has become one of the state’s most popular tourist attractions with more than 300,000 visitors each year. The Yorktown boasts one of the largest education and overnight camping programs in the nation, with more tens of thousands of school age children attending these programs each year.

Patriots Point Naval & Maritime Museum serves as a national destination of excellence for the preservation and education of current and future generations about America’s history, traditions and values.

### **Mission**

The primary mission of the Patriots Point Development Authority is two-fold. First, establish, develop, and operate a national museum of ships, naval and maritime equipment, artifacts, books, manuscripts, art, and historical materials to foster patriotism, generate pride and respect for the U.S., and honor our valiant dead from World War II to the present.

Second, develop and enhance the Patriots Point land area (approximately 460 acres) and water areas of the contiguous Cooper River to support the operation of ships, provide a place of education and recreation, and stimulate national and international travel by providing museums, attractions, lodging, and accommodation.

### **Fiscal Year 2023-2024 Summary**

Fiscal year 2023-2024 was a successful year financially and organizationally for the Patriots Point Development Authority. The agency ended the fiscal year in the strongest financial position in the agency’s history, leadership remained constant, the agency commenced a museum Design Master Plan to reimagine and redesign the museum’s tour routes and exhibits, a state contract was entered into with a vendor for a complete overhaul and redesign of the agency’s website, 20,000 South Carolina students participated in the Education program aboard the Yorktown or stayed overnight with the agency’s Operation Overnight program, and the agency hosted 90 private, community or military events with nearly 25,000 guests throughout the course of the year. Finally, the South Carolina Office of Resilience completed the first phase of the USS Yorktown remediation project.

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The Department of Collections and Curatorial Affairs had a very productive year for FY23. In September 2023, the department opened the exhibition *The Men Will Always Be There: Edward Steichen and the Naval Photographic Unit*. This exhibition featured 47 of the museum’s 150 Naval Photographic Unit photos and shared the story of combat photographers serving during World War II.

The department managed the refurbishment of several of the USS Yorktown’s original compartments offering visitors an opportunity to see the spaces as they would have appeared when the ship was in service. Beginning with a meticulous restoration of the dental ward, two more unique compartments were returned to historic configuration. The ship’s original library and an additional four officers’ staterooms were completely restored to period appropriate display.

The Design Master Plan process for Patriots Point Naval and Maritime Museum commenced in the spring after interviews were conducted with four design teams. With design concepts underway for the USS Yorktown’s hangar deck and below deck tour routes, the project will be completed in the first half of FY25. The Curatorial Department installed many smaller exhibits throughout the ship, including the Stewards Scrapbook exhibit. This interactive exhibit allows visitors to view a digitized World War II scrapbook assembled by one of the ship’s crewmembers. In addition, the Curatorial Department digitized and published 12 museum collections online featuring over 350 objects launched on the new website.

In fiscal year FY24 the Education Department served 144 South Carolina schools from 36 school districts with programs and resources. 9,920 South Carolina students in 3<sup>rd</sup>-12<sup>th</sup> grade participated in unstructured and structured programs aboard the USS Yorktown. Teachers from 64 South Carolina schools representing 5,712 students in 22 school districts received activity kits for elementary and middle through high school grades. 420 South Carolina middle school students received in-classroom visits and programs dove-tailing Flight Academy programming and activity kits. 76 educators from 6 school districts registered for professional development workshops with the potential for a total of 230 contact hours for use towards recertification to be awarded.

The Education Department increased capacity for Flight Academy programming and worked towards software and hardware updates to expand curriculum. The Education Department’s programming is focused on achieving multiple engagements with schools and students and tested this with several middle schools receiving in-classroom programs to drive them to Patriots Point.

The department also served Charleston and Mount Pleasant with 5 weeks of summer camps serving 130 local children ages 7-14.

The Department of Marketing and Communications developed several internal branding projects, while promoting numerous significant events throughout FY24. After a year in development, the department launched a new website, enhancing the visitor experience and providing public access to thousands of digitized artifacts from the museum’s collection. The new site also introduces a suite of innovative features, including a customizable itinerary planner and interactive map of Patriots Point’s historic vessels. The extensive project included the design of hundreds of website pages that

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encourage exploration, learning, and research. The department also produced updated wayfinding signage and pole banners, stretching the length of Patriots Point Road to the entrance of the new Visitor Parking Lot.

In April, the Marketing Department worked in collaboration with Westbrook Brewing Co. to release a special Patriots Point beer, *Shore Leave Lager*. The brew pays homage to the sailors of the USS Yorktown and Laffey and is named after the cherished “Shore Leave” they shared ashore, during World War II while serving in the Pacific Theater.

During Memorial Day weekend, the department helped promote the grand re-opening of the Congressional Medal of Honor Museum, following a six-month renovation. Designed to bring the Recipients’ stories to life, the immersive exhibits take guests back to the Civil War through the War on Terrorism, highlighting select Medal of Honor Recipients. On Memorial Day, the museum participated in Taps Across America by welcoming over 50 student musicians to perform TAPS aboard the USS Yorktown in recognition of fallen service members.

In June, three artifacts from the historic U.S. Navy destroyer USS Laffey were flown aboard a World War II-era C-47 from Charleston Executive Airport (JZI) to Normandy, France, and displayed during the commemoration of the 80th anniversary of D-Day. This was made possible by the collaborative efforts of the USS Yorktown Foundation, Patriots Point Naval & Maritime Museum, and the Commemorative Air Force (CAF) to symbolically bring the USS Laffey back to Europe eight decades after the ship and crew supported the invasion of France. The Marketing team worked diligently over several months to coordinate the successful voyage of these artifacts and document their monumental trip.

The agency’s Visitor Services Department consists of four organizational units that contribute to revenue generation for Patriots Point: Operation Overnight, Group Sales, Ticketing and Volunteers. The department also works very closely with several on-site vendors to provide guests with multiple visitor options while they are on site. These vendors include a photography company, a vendor that provides detailed tours, a flight motion simulator, helicopter rides and the Charleston Water Taxi.

Operation Overnight offers one of the most unique experiences for visitors who want to embark on an unforgettable adventure. Operation Overnight allows visitors to walk in the footsteps of sailors who lived and served aboard the USS Yorktown. In FY24 several policies and procedures were improved that streamline arrival as well as guest experience while on board. Repeat visitors are a common occurrence in the program and some parents who enjoyed this experience as a child are now bringing their own children. Close to 10,000 campers stay aboard the Yorktown each year.

There are currently 130 active volunteers who are the heart and soul of Patriots Point Naval & Maritime Museum. In FY24 alone, Visitor Services brought aboard 30 new volunteers of various backgrounds and talents. About half of the volunteers are veterans, which makes the experience for visitors extra special. These volunteers perform several duties including answering questions about the USS Yorktown, USS Laffey and at the Vietnam Veterans Experience. The department receives numerous requests for veteran volunteers as guest speakers at various events and has created a Veteran Volunteer Speaker’s Bureau to support those requests. They also work on special projects including renovating areas of the ship, often

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performing that work themselves. Volunteers give tours to guests who have special requests to see areas of the ship where their loved ones served and it's the most meaningful experience they've ever had.

Patriots Point has continued to be involved in meetings for the design and development of plans for the Patriots Annex property development. This includes providing input on preliminary and revised designs and plans, attendance of meetings pursuing approval of various aspects from the Town of Mount Pleasant and the ongoing collection of submittals required of each planned phase. Patriots Annex has received approval of the Conceptual Master Plan, is currently seeking final approval on master infrastructure plans and has received final design approval for the first phase of buildings.

Patriots Point is fully aware of the historical significance of its ships and the powerful symbolism of the patriotism of the museum. The agency remains fully dedicated to the overall safety and health of its guests and visitors. Multiple personnel from the agency's public safety and fire safety are on site all day, every day including weekends and holidays. Patriots Point coordinates with Mount Pleasant Police and Fire to coordinate large scale events like the 4<sup>th</sup> of July fireworks, emergencies and other calls for service. These safety personnel are trained in first aid, CPR, AED, OSHA standards, active shooter and control the bleed. In addition, the agency collaborates with Charleston County OEM to constantly monitor serious weather and other emergencies that may affect visitors.

In the years following the pandemic, staffing vacancy was an issue throughout the hierarchy of the agency. It took some time, reevaluation and reorganization, but as the fiscal year ended the agency finds itself as well staffed as it's been in several years. The agency did not just fill vacancies, leadership believes Patriots Point is now staffed with the right type of employee to move the agency forward in the challenging, but exciting years ahead.

Beginning July 1, 2023, Patriots Point entered into an agreement with the Department of Administration's Shared Services Human Resources to assist in the human resources needs of the agency. This agreement has been proven to be extremely valuable and a boon to Patriot's Point employees. Almost immediately the effects of this partnership were felt and agency leadership plans to continue it for the foreseeable future.

Debt reduction continues for the agency's outstanding Laffey Loan. In 2009, South Carolina loaned Patriots Point \$9.2 million dollars for repairs to the USS Laffey. For several years, the agency was not in the financial shape necessary to make the principal repayments on the loan. Including the payment the agency made in July 2024, the agency has now made principal and interest payments on the loan in four consecutive fiscal years. Patriots Point has repaid the state of South Carolina \$6,788,668.07, \$5,097,592.22 in principal and \$1,691,075.85 in interest. The remaining principal balance of the loan is \$4,102,407.78 due 6/30/2028. The most recent repayment of the loan was more than was required by the State Treasurer's Office. If the agency's strong financial position continues to hold, leadership would like to attempt to pay off the balance of the loan in fiscal years 26 and 27.

Patriots Point does not receive yearly state appropriations for the operation of the agency. The money spent on the operation and maintenance of the agency must be generated by the agency. Patriots Point has a few different revenue streams to generate the necessary funds to operate. The bulk of the agency's

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revenue is generated by paid admissions to the museum. Admissions are responsible for 46% of the agency's yearly revenue. In FY24 revenue from admissions totaled over \$6.8 million. The agency operates a retail gift shop which in FY24 grossed over \$2.5 million in revenue or 17.5% of yearly revenue.

Part of the agency's mission is to develop the land surrounding the museum. To that end, Patriots Point has continued to oversee and administer ten lease agreements and three license agreements governing the use of land parcels that provided \$3.4 million in revenue in FY24. This accounts for 23% of the agency's yearly revenue. Systems of continual contact, collections, annual rental increases and updated Certificates of Insurance have led to beneficial relationships and insured performance under all agreements. The remainder of the agency's revenue is generated through its overnight camping program, parking, commissions and events revenue. Total agency revenue for FY24 surpassed \$14.8 million.

Total cash on hand at the end of FY24 was approximately \$16.2 million, the highest it has ever been. However, the agency has upcoming and pending obligations that will require conservative stewardship of those funds. In addition to the repayment of the Laffey Loan, the USS Laffey will need to be dry docked again for maintenance, a structural assessment of the agency's pier needs to be done, repair and maintenance on the Yorktown is constant, and there will be costs associated with the design and construction of a new landside retail and office building and with relocating exhibits and facilities. Additionally, the agency tries to always maintain a cash balance of a few million dollars in case of a severe inclement weather event that closes the museum for an extended duration of time.

To prepare for the upcoming major expenditures, the agency has plans to submit two budget requests for FY26. The first request will be to increase the amount of money the agency is authorized to spend each year. Patriots Point current state budget is \$15 million. There will most likely be a few fiscal years where the agency will need to spend more than that, perhaps as much as \$20 million. Again, these are funds that Patriots Point generates through the operation of the agency and none of them are state appropriations. The agency will just need authority to spend more than is currently authorized. Between the cash on hand and the cash Patriots Point plans to generate in the following fiscal years, the agency should be able to make these large expenditures and remain in a comfortable financial position. These repair and assessment expenditures are necessary for the continued operation of the agency.

Patriots Point landside activities have transitioned over the past year in cooperation with and anticipation of tenant development activity. Site improvements include a reconfiguration of the employee staff parking lot to accommodate parking needs, creation of picnic areas for school groups, providing a new access walk from a new visitor parking lot to the front entrance of the agency's retail store pavilion and relocating artifacts to make way for the coming development.

The impending landside property development necessitates the removal of the agency's current retail operations building. The second budget request for FY26 will be an ask for state appropriations to fund the construction of a new retail and office building. The agency currently has no landside office or public meeting spaces; all employees and meeting spaces are now located on the USS Yorktown. It is extremely difficult to make the office and public meeting environments aboard the aircraft carrier compliant with ADA requirements. The requirement of funding the operations of the agency, the repair and

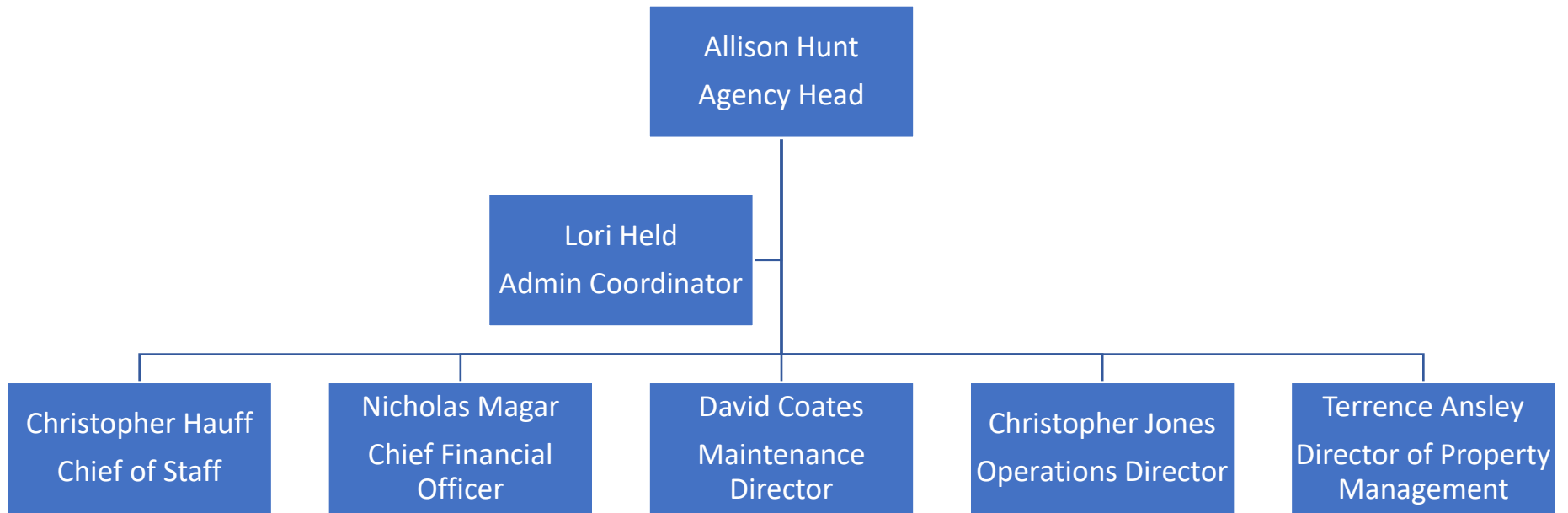
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maintenance of the two World War II vessels, as well as a new retail and office building is a bit too cumbersome for the agency to handle completely on its own despite its strong financial position. As previously mentioned, the retail operation is a significant annual source of revenue generated for the agency. A one-time request for funding of a new retail building to ensure the yearly revenue generated from retail sales would help prevent the agency from having to ask for yearly appropriations if this revenue were to drastically diminish.



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**AGENCY ORGANIZATIONAL CHART**



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**Patriots Point Development Authority**

**AGENCY CODE:**

**P360**

**SECTION:**

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Christopher Hauff  
Chief of Staff

Samantha Elkin  
Director of Marketing

Keith Grybowski  
Director of Education

Meredith Kablick  
Director of Collections  
& Curatorial Affairs

Gina Zahran  
Director of Visitor  
Services

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Nicholas Magar  
Chief Financial Officer

Christopher Coleman  
Director of Information  
Technology

Samuel Derrick  
Director of Retail

Crystal Davis  
Accountant

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David Coates  
Maintenance  
Director

Emily Johnson  
Admin Coordinator

Joseph Campbell  
Paint Shop  
Supervisor

Robert Feragne  
Electrician  
Supervisor

David Kratz  
General Repairs  
Supervisor

Robert Maxwell  
HVAC Supervisor

Randy Stevens  
Shipfitter  
Supervisor

**AGENCY NAME:**

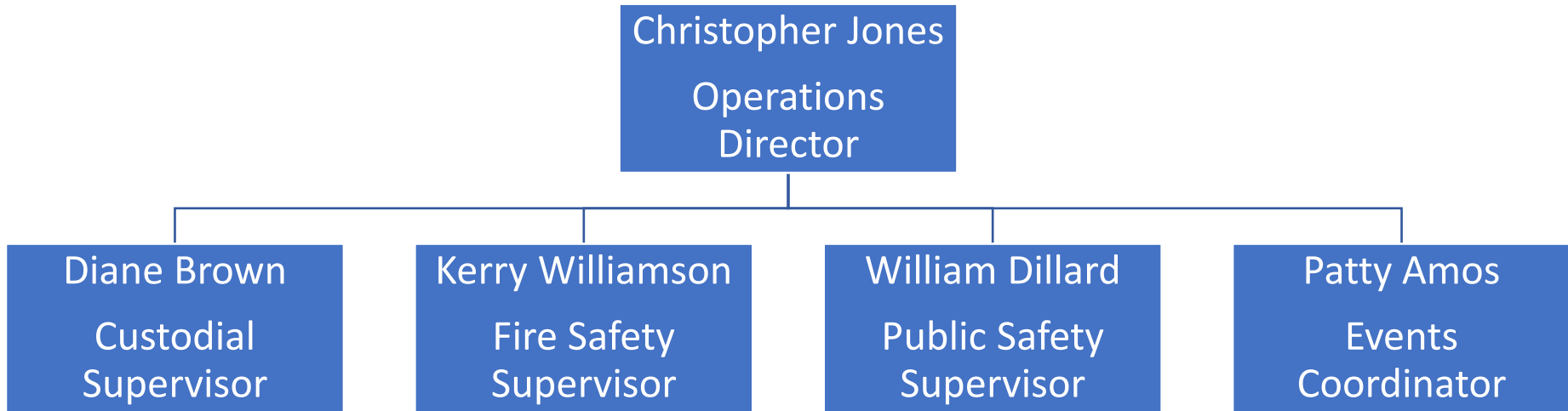
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# 2024

## Reorganization and Compliance

as submitted for the Accountability Report by:

### **P360 - Patriots Point Development Authority**

#### **Primary Contact**

First Name	Last Name	Role/Title	Email Address	Phone
Nicholas	Magar	Chief Financial Officer	nmagar@patriotspoint.org	843-881-5996

#### **Secondary Contact**

First Name	Last Name	Role/Title	Email Address	Phone
Lori	Held	Admin Coordinator	lori.held@patriotspoint.org	843-881-5920

#### **Agency Mission**

**Adopted in:**

**2022**

The primary mission of the Patriots Point Development Authority is two-fold. First, establish, develop, and operate a national museum of ships, naval and maritime equipment, artifacts, books, manuscripts, art, and historical materials to foster patriotism, generate pride and respect for the United States, and honor our valiant dead from World War II to the present.

Second, develop and enhance the Patriots Point land area (approximately 460 acres) and water areas of the contiguous Cooper River to support the operation of ships, provide a place of education and recreation, and stimulate national and international travel by providing museum, attractions, lodging, and accomodation.

#### **Agency Vision**

**Adopted in:**

**2022**

Patriots Point strives to preserve our naval history, and the living history of our nation's bravest men and women, while telling inclusive stories in honorable, educational and engaging ways .

#### **Recommendations for reorganization requiring legislative change:**

None

#### **Agency intentions for other major reorganization to divisions, departments, or programs to allow the agency to operate more effectively and efficiently in the succeeding fiscal year:**

None

#### **Significant events related to the agency that occurred in FY2024**

Description of Event	Start	End	Agency Measures Impacted	Other Impacts
4th of July Celebration	July	July	Number of public programs held and attended	
Southern Legislative Conference	July	July	Number of public programs held and attended	
Charleson Legilsative Delegation	July	July	Number of public programs held and attended	
Education and Flight Academy Summer Camps	July	August	Students participating in Education programs	
Restoration of Dental Exhibit	July	August	Number of public programs held and attended	Museum exhibit restoration
9/11 Silent Walk	September	September	Number of public programs held and attended	
Opening of Edward Steichen Exhibit	September	September	Number of public programs held and attended	Museum exhibit opening

Service Academy Day	September	September	Number of public programs held and attended	
Library Day	September	September	Number of public programs held and attended	
Yorktown Reunion, oral histories performed with veterans	October	October	Number of commemorative military programs held	
Halloween Event	October	October	Number of public programs held and attended	
Installation of new Vietnam Experience in Quonset Hut	November	November	Number of public programs held and attended	Museum exhibit opening
Installation of new USS Franklin exhibit on Hangar Deck	December		Number of public programs held and attended	Museum exhibit opening
Pearl Harbor Day	December	December	Number of commemorative military programs held	
Christmas Event	December	December	Number of public programs held and attended	
New Harbor Room installation	January	January	Number of public programs held and attended	Museum exhibit opening
Installation of Stewards Scrapbook exhibit	February	February	Number of public programs held and attended	Museum exhibit opening
Filming of USS Franklin Documentary on board USS Yorktown	March	March	Number of public programs held and attended	
"Fly Through History" professional development workshop	March	March	Number of public programs held and attended	
Women in Aviation event	March	March	Number of public programs held and attended	
Medal of Honor Day	March	March	Number of commemorative military programs held	
Vietnam Veterans Day Ceremony	March	March	Number of commemorative military programs held	
Installation of Library exhibit	April	April	Number of public programs held and attended	Museum exhibit opening
Charleston Race Week events	April	April	Number of public programs held and attended	
Medal of Honor Museum reopens	May	May	Number of public programs held and attended	

Battle of Midway Memorial opens	June	June	Number of commemorative military programs held	
Flag Day event	June	June	Number of public programs held and attended	
"Painting the Picture" professional development event	June	June	Number of public programs held and attended	
<b>Is the agency in compliance with S.C. Code Ann. § 2-1-220, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? (See also S.C. Code Ann. § 60-2-20).</b>				Yes
Reason agency is out of compliance: (if applicable)				
<b>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).</b>				Yes
<b>Does the law allow the agency to promulgate regulations?</b>				No
Law number(s) which gives the agency the authority to promulgate regulations:				
<b>Has the agency promulgated any regulations?</b>				No
<b>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?</b>				Yes
(End of Reorganization and Compliance Section)				



# FY2024

## Strategic Plan Results

as submitted for the Accountability Report by:

P360 - Patriots Point Development Authority

- Goal 1 Debt reduction and fiscal responsibility
- Goal 2 Preservation of state assets and national landmarks and collections
- Goal 3 Expand educational access and outreach
- Goal 4 Increase marketing outreach

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
<b>1.1 Stewardship of South Carolina land and resources by maintaining existing land leases and partnerships.</b>														
<b>State Objective: Public Infrastructure and Economic Development</b>														
1.1.1	Continue to collect and increase collected rent	\$ -	\$ 2,500,000	\$ 3,633,500	Dollar Amount	Equal to or greater than	State Fiscal Year	Base minimum rents added to expected percentage rent true up for Target and posted against Actual receipts	Property Management and Accounting records	PPDA Director of Property Management and PPDA Director of Finance	Continued return of patrons to tenant establishments for percentage revenues	PPDA	0101.000000.000	
<b>1.2 Increase profits by increasing statewide awareness of Patriots Point and its mission through various marketing methods; and increase attendance by creating profitable programs and products.</b>														
<b>State Objective: Public Infrastructure and Economic Development</b>														
1.2.1	Increase in earned revenue	\$ -	\$ 13,400,000	\$ 14,840,000	Dollar Amount	Equal to or greater than	State Fiscal Year	Collection of revenue from ticket sales, parking, gift shop sales, lease and commission income and any other miscellaneous revenues	Values will be calculated from cash and credit card deposits for ticket sales, parking and gift shop sales. Checks and credit card deposits from leases and visiting camping or school groups	Data is stored internally by the finance department who has the only access to view and change the data	Families, veterans, tourists, school groups, boy and girl scouts, anyone interested in history	Agency customers are most satisfied. Recovering to pre-Covid revenue levels allows us to reopen and expand programs and products. We will have greater means to seek out, attract and retain new customers	0101.000000.000	
<b>1.3 Ensure that the annual budget will support all approved/authorized operational &amp; capital expenditures including debt</b>														
<b>State Objective: Public Infrastructure and Economic Development</b>														
1.3.1	Continue to produce a balanced budget every year and maintain a minimum balance of \$2.5 million in the capital reserve fund	\$ -	\$ 2,500,000	\$ 2,500,000	Dollar Amount	Equal to or greater than	State Fiscal Year	Cash on hand at the end of the fiscal year after the agency has satisfied all of its expenditures and debt obligations.	Values will be collected from the agency's revenue and expense reports and will be transparent on the agency's audited financial statements.	Data is stored internally by the finance department who has the only access to view and change the data.	The agency, agency employees, state of South Carolina, agency customers	The agency is the most satisfied with a high balance in the capital reserves. Allows the agency to operate efficiently and able to withstand any potential financial setbacks in the operation of a fleet of historic naval ships that are subject to decay and hurricanes.	0101.000000.000	
<b>2.1 Implement a maintenance and restoration plan with an updated aircraft restoration plan and update and implement a master restoration plan for Yorktown and Laffy.</b>														
<b>State Objective: Public Infrastructure and Economic Development</b>														
2.1.1	Number of aircraft restoration projects	0	2	0	Count	Equal to or greater than	State Fiscal Year	These are budget-based projects that depend solely on the revenue projections for each Fiscal Year	Revenue Projections derived from Chief Financial Officer and approved budget from Executive Director	Daily accountability of expenditures through internal bookkeeping.	PPDA needs a unified and comprehensive interpretation development plan to maintain, update and create exhibits.	Families, veterans, tourists, school groups, anyone with an interest in history	0101.000000.000	Vendor unavailability prevented performance measure from being met
<b>2.2 Transform Patriots Points' infrastructure and application services to better meet user needs and support museum goals through testing/adoption of new information technology that will support the museum's mission</b>														
<b>State Objective: Education, Training, and Human Development</b>														

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes	
2.2.1	Percentage of collection catalogued in new collection management software		20%	40%	10%	Percent	Equal to or greater than	State Fiscal Year	Percentage of collection catalogued per CatalogIT software	CatalogIT software	Data is stored within the CatalogIT software. To be accessed by the Registrar and curator	PPDA needs a unified and comprehensive interpretation development plan to maintain, update and create exhibits.	Families, veterans, tourists, school groups, anyone with an interest in history	0101.000000.000	Target amount too ambitious and needs to be lowered
<b>2.3 Finalize core museum documents for future museum accreditation</b>		<b>State Objective: Education, Training, and Human Development</b>													
2.3.1	Number of core museum documents for possible museum accreditation		0	2	2	Count	Complete	State Fiscal Year	Number of documents submitted	Internal records	Records stored internally with Registrar and Curator possessing the master copies	PPDA needs a unified and comprehensive interpretation development plan to maintain, update and create exhibits.	Families, veterans, tourists, school groups, anyone with an interest in history	0101.000000.000	
<b>3.1 Expand general public programming using museum assets to engage and educate surrounding communities</b>		<b>State Objective: Government and Citizens</b>													
3.1.1	Number of public programs held and attended		0	30,000	24,281	Count	Count	State Fiscal Year	Attendance at programs	Galaxy, internal system	Internal records with Visitor Services department	Fostering patriotism and pride in the American nation and its military	Families, veterans, tourists, school groups	0101.000000.000	Target amount too ambitious and needs to be lowered
<b>3.2 Expand general public programming using museum assets to engage and educate surrounding communities</b>		<b>State Objective: Government and Citizens</b>													
3.2.1	Number of commemorative military programs held		0	400	400	Count	Equal to or greater than	State Fiscal Year	Attendance at programs	Galaxy, internal system	Internal records with Visitor Services department	Fostering patriotism and pride in the American nation and its military	Families, veterans, tourists, school groups	0101.000000.000	
<b>3.3 Increase presence by furthering school programs and activities through the expansion of onsite, virtual learning and professional development programming for teachers</b>		<b>State Objective: Education, Training, and Human Development</b>													
3.3.1	Students participating in Education programs		0	17,000	16,182	Count	Equal to or greater than	State Fiscal Year	Attendance in programs	Number of students participating in Education department programs	Galaxy, internal records. Accessed by Education department	Education of South Carolina students, their knowledge of history and pride in their country	South Carolina students	0101.000000.000	Not as many schools participated in the program as anticipated
<b>3.4 Increase presence by furthering school programs and activities through the expansion of onsite, virtual learning and professional development programming for teachers</b>		<b>State Objective: Education, Training, and Human Development</b>													
3.4.1	Development of Learning Centers		0	1	0	Count	Equal to or greater than	State Fiscal Year	Learning center operational for students	Galaxy, internal system	Galaxy, internal records. Accessed by Education department	Education of South Carolina students, their knowledge of history and pride in their country	South Carolina students	0101.000000.000	Department shift from this performance measure
<b>4.1 Expand reach to new social platforms, increase the amount of upbeat and "viral" videos produced and deepen the relationships created with media this past year</b>		<b>State Objective: Government and Citizens</b>													
4.1.1	Media and social media publicity value		0	2,000,000	12,000,000	Count	Equal to or greater than	State Fiscal Year	Marketing analytics	Social media analytics	In the social analytics, accessed only by Marketing and Communications department	Establishing Patriots Point as an attractive destination for National and International Travel, thereby stimulating the economy of South Carolina and the Lowcountry	Families, veterans, tourists, school groups	0101.000000.000	
<b>4.2 Expand reach to new social platforms, increase the amount of upbeat and "viral" videos produced and deepen the relationships created with media this past year</b>		<b>State Objective: Government and Citizens</b>													
4.2.1	Increase reach on Facebook	4,790,000	5,000,000	5,643,827	Count	Equal to or greater than	State Fiscal Year	Marketing analytics	Social media analytics	In the social analytics, accessed only by Marketing and Communications department	Establishing Patriots Point as an attractive destination for National and International Travel, thereby stimulating the economy of South Carolina and the Lowcountry	Families, veterans, tourists, school groups	0101.000000.000		
<b>4.3 Target specific groups and promote tours in the quest for increasing the amount of group sales</b>		<b>State Objective: Government and Citizens</b>													

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
4.3.1	Number of Group Sales		15,000	16,910	Count	Equal to or greater than	State Fiscal Year	Number of groups in Galaxy	Galaxy	On Galaxy, accessed by Visitor Services department	Establishing Patriots Point as an attractive destination for National and International Travel, thereby stimulating the economy of South Carolina and the Lowcountry	Families, veterans, tourists, school groups	0101.000000.000	

# FY2025

## Strategic Plan Development

as submitted for the Accountability Report by:

P360 - Patriots Point Development Authority

- Goal 1 Debt reduction and fiscal responsibility
- Goal 2 Preservation of state assets and national landmarks and collections
- Goal 3 Expand educational access and outreach
- Goal 4 Increase marketing outreach

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
<b>1.1 Stewardship of South Carolina land and resources by maintaining existing land leases and partnerships.</b>													
<b>State Objective: Public Infrastructure and Economic Development</b>													
1.1.1	Continue to collect and increase collected rent	\$ 3,600,000	\$ 3,775,000	Dollar Amount	Equal to or greater than	State Fiscal Year	Base minimum rents added to expected percentage rent true up for Target and posted against Actual receipts	Property Management and Accounting records	PPDA Director of Property Management and PPDA Director of Finance	Continued return of patrons to tenant establishments for percentage revenues	PPDA	0101.000000.000	
<b>1.2 Increase profits by increasing statewide awareness of Patriots Point and its mission through various marketing methods; and increase attendance by creating profitable programs and products.</b>													
<b>State Objective: Public Infrastructure and Economic Development</b>													
1.2.1	Increase in earned revenue	\$ 14,840,000	\$ 15,000,000	Dollar Amount	Equal to or greater than	State Fiscal Year	Collection of revenue from ticket sales, parking, gift shop sales, lease and commission income and any other miscellaneous revenues	Values will be calculated from cash and credit card deposits for ticket sales, parking and gift shop sales. Checks and credit card deposits from leases and visiting camping or school groups	Data is stored internally by the finance department who has the only access to view and change the data	Families, veterans, tourists, school groups, boy and girl scouts, anyone interested in history	Agency customers are most satisfied. Recovering to pre-Covid revenue levels allows us to reopen and expand programs and products. We will have greater means to seek out, attract and retain new customers	0101.000000.000	
<b>1.3 Ensure that the annual budget will support all approved/authorized operational &amp; capital expenditures including debt</b>													
<b>State Objective: Public Infrastructure and Economic Development</b>													
1.3.1	Continue to produce a balanced budget every year and maintain a minimum balance of \$2.5 million in the capital reserve fund	\$ 2,500,000	\$ 2,500,000	Dollar Amount	Equal to or greater than	State Fiscal Year	Cash on hand at the end of the fiscal year after the agency has satisfied all of its expenditures and debt obligations.	Values will be collected from the agency's revenue and expense reports and will be transparent on the agency's audited financial statements.	Data is stored internally by the finance department who has the only access to view and change the data.	The agency, agency employees, state of South Carolina, agency customers	The agency is the most satisfied with a high balance in the capital reserves. Allows the agency to operate efficiently and able to withstand any potential financial setbacks in the operation of a fleet of historic naval ships that are subject to decay and hurricanes.	0101.000000.000	
<b>2.1 Implement a maintenance and restoration plan with an updated aircraft restoration plan and update and implement a master restoration plan for Yorktown and Laffy.</b>													
<b>State Objective: Public Infrastructure and Economic Development</b>													
2.1.1	Number of aircraft restoration projects	2	3	Count	Equal to or greater than	State Fiscal Year	These are budget-based projects that depend solely on the revenue projections for each Fiscal Year	Revenue Projections derived from Chief Financial Officer and approved budget from Executive Director	Daily accountability of expenditures through internal bookkeeping.	PPDA needs a unified and comprehensive interpretation development plan to maintain, update and create exhibits.	Families, veterans, tourists, school groups, anyone with an interest in history	0101.000000.000	
<b>2.2 Transform Patriots Points' infrastructure and application services to better meet user needs and support museum goals through testing/adoption of new information technology that will support the museum's mission</b>													
<b>State Objective: Education, Training, and Human Development</b>													
2.2.1	Percentage of collection catalogued in new collection management software	25%	40%	Percent	Equal to or greater than	State Fiscal Year	Percentage of collection catalogued per CatalogIT software	CatalogIT software	Data is stored within the CatalogIT software. To be accessed by the Registrar and curator	PPDA needs a unified and comprehensive interpretation development plan to maintain, update and create exhibits.	Families, veterans, tourists, school groups, anyone with an interest in history	0101.000000.000	
<b>2.3 Finalize core museum documents for future museum accreditation</b>													
<b>State Objective: Education, Training, and Human Development</b>													

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes	
2.3.1	Number of core museum documents for possible museum accreditation		2	3	Count	Complete	State Fiscal Year	Number of documents submitted	Internal records	Records stored internally with Registrar and Curator possessing the master copies	PPDA needs a unified and comprehensive interpretation development plan to maintain, update and create exhibits.	Families, veterans, tourists, school groups, anyone with an interest in history	0101.000000.000	
<b>3.1 Expand general public programming using museum assets to engage and educate surrounding communities</b>												<b>State Objective: Government and Citizens</b>		
3.1.1	Number of public programs held and attended		10	20	Count	Count	State Fiscal Year	Attendance at programs	Galaxy, internal system	Internal records with Visitor Services department	Fostering patriotism and pride in the American nation and its military	Families, veterans, tourists, school groups	0101.000000.000	
<b>3.2 Expand general public programming using museum assets to engage and educate surrounding communities</b>												<b>State Objective: Government and Citizens</b>		
3.2.1	Number of commemorative military programs held		5	8	Count	Equal to or greater than	State Fiscal Year	Attendance at programs	Galaxy, internal system	Internal records with Visitor Services department	Fostering patriotism and pride in the American nation and its military	Families, veterans, tourists, school groups	0101.000000.000	
<b>3.3 Increase presence by furthering school programs and activities through the expansion of onsite, virtual learning and professional development programming for teachers</b>												<b>State Objective: Education, Training, and Human Development</b>		
3.3.1	Students participating in Education programs	15,000	17,000	Count	Equal to or greater than	State Fiscal Year	Attendance in programs	Number of students participating in Education department programs	Galaxy, internal records. Accessed by Education department	Education of South Carolina students, their knowledge of history and pride in their country	South Carolina students	0101.000000.000		
<b>3.4 Increase presence by furthering school programs and activities through the expansion of onsite, virtual learning and professional development programming for teachers</b>												<b>State Objective: Education, Training, and Human Development</b>		
3.4.1	Development of Learning Centers		3	5	Count	Equal to or greater than	State Fiscal Year	Learning center operational for students	Galaxy, internal system	Galaxy, internal records. Accessed by Education department	Education of South Carolina students, their knowledge of history and pride in their country	South Carolina students	0101.000000.000	
<b>4.1 Expand reach to new social platforms, increase the amount of upbeat and "viral" videos produced and deepen the relationships created with media this past year</b>												<b>State Objective: Government and Citizens</b>		
4.1.1	Media and social media publicity value	\$ 12,000,000	\$ 14,000,000	Dollar amount	Equal to or greater than	State Fiscal Year	Marketing analytics	Social media analytics	In the social analytics, accessed only by Marketing and Communications department	Establishing Patriots Point as an attractive destination for National and International Travel, thereby stimulating the economy of South Carolina and the Lowcountry	Families, veterans, tourists, school groups	0101.000000.000		
<b>4.2 Expand reach to new social platforms, increase the amount of upbeat and "viral" videos produced and deepen the relationships created with media this past year</b>												<b>State Objective: Government and Citizens</b>		
4.2.1	Increase reach on social media	5,000,000	6,000,000	Count	Equal to or greater than	State Fiscal Year	Marketing analytics	Social media analytics	In the social analytics, accessed only by Marketing and Communications department	Establishing Patriots Point as an attractive destination for National and International Travel, thereby stimulating the economy of South Carolina and the Lowcountry	Families, veterans, tourists, school groups	0101.000000.000		
<b>4.3 Target specific groups and promote tours in the quest for increasing the amount of group sales</b>												<b>State Objective: Government and Citizens</b>		
4.3.1	Number of Group Sales	16,000	17,000	Count	Equal to or greater than	State Fiscal Year	Number of groups in Galaxy	Galaxy	On Galaxy, accessed by Visitor Services department	Establishing Patriots Point as an attractive destination for National and International Travel, thereby stimulating the economy of South Carolina and the Lowcountry	Families, veterans, tourists, school groups	0101.000000.000		

# 2024

## Budget Data

as submitted for the Accountability Report by:

### P360 - Patriots Point Development Authority

State Funded Program No.	State Funded Program Title	Description of State Funded Program	(Actual) General	(Actual) Other	(Actual) Federal	(Actual) Total	(Projected) General	(Projected) Other	(Projected) Federal	(Projected) Total
0101.000000.000	Naval & Maritime Museum	Agency employee salaries and agency operations	\$ -	\$ 10,932,092.41	\$ -	\$ 10,932,092.41	\$ -	\$ 12,254,385.00	\$ -	\$ 12,254,385.00
0116.050000X000	Literacy & Distance Learning	Education program funded with Education Improvement Act funds	\$ -	\$ 397,107.56	\$ -	\$ 397,107.56	\$ -	\$ 415,000.00	\$ -	\$ 415,000.00
9500.050000.000	State Employer Contributions	Employer contributions for agency employees	\$ -	\$ 1,960,649.93	\$ -	\$ 1,960,649.93	\$ -	\$ 2,298,978.00	\$ -	\$ 2,298,978.00
9812.160000X000	USS Laffey	Capital expenditures related to the maintenance of the USS Laffey	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# 2024

## Legal Data

as submitted for the Accountability Report by:

### P360 - Patriots Point Development Authority

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2024
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.	Not related to agency deliverable.		No Change
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.	Not related to agency deliverable.		No Change
56-3	State	Statute	PPDA License tag	Not related to agency deliverable.		No Change
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.	Not related to agency deliverable.		No Change
P.L. 1028, 84th Congress, 10 USC 7308	Federal	Statute	The Act of Aug. 10, 1956 authorizes the Secretary of the Navy to transfer by 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.	Not related to agency deliverable.		No Change
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.	Not related to agency deliverable.		No Change

# 2024

## Services Data

as submitted for the Accountability Report by:  
**P360 - Patriots Point Development Authority**

Description of Service	Description of Direct Customer	Customer Name	Others Impacted by Service	Division or major organizational unit providing the service.	Description of division or major organizational unit providing the service.	Primary negative impact if service not provided.	Changes made to services during FY2024	Summary of changes to services
Provides services associated with Naval and Maritime History , including a museum, museum exhibits, ships and educational programs.	General public (people interested in Naval, Maritime, Military and US History; school groups)	General public		Patriots Point Naval & Maritime Museum	A Naval and Maritime Museum employing historic ships, exhibits, history programs, overnight camping, group education programs and camps	A failure in the agency's missions of fostering patriotism and pride, creating a unique environment for historical and maritime studies, and establishing Patriots Point as an attractive destination	No Change	



# 2024

## Partnerships Data

as submitted for the Accountability Report by:  
**P360 - Patriots Point Development Authority**

Type of Partner Entity	Name of Partner Entity	Description of Partnership	Change to the partnership during the past fiscal year
Private Business Organization	American Financial Group	Land lease for hotels, resort, restaurant and marina	No Change
Private Business Organization	Bennett Hospitality	Land Lease for cottages	No Change
Private Business Organization	Bennett Hospitality	Land lease for golf course	No Change
Private Business Organization	Bennett Hospitality	Land lease for additional hotel and cottages	No Change
Private Business Organization	Bennett Hospitality	Land lease for development of hotels, office, parking, retail and multi-family	No Change
Private Business Organization	Charleston Battery	License for Temporary Land Use	No Change
Higher Education Institute	College of Charleston	Land lease for Athletic Facilities	No Change
Private Business Organization	Congressional Medal of Honor Museum	Housing of Congressional Medal of Honor Museum	No Change
Private Business Organization	Pinnacle Bank	License agreement for ATM location	Amend
Private Business Organization	Pulseworks	Operation of the Flight Simulator	No Change
Private Business Organization	Spiritline Cruises	Ft. Sumter/Harbor Tour Commissions	No Change
Private Business Organization	Blue Ribbon LLC	Vending machine and micro market service onboard the Yorktown	No Change

Type of Partner Entity	Name of Partner Entity	Description of Partnership	Change to the partnership during the past fiscal year
Private Business Organization	Fly In Helicopters LLC	License agreement for helicopter rides	Amend
Private Business Organization	Coca-Cola	Vending machines on the property and aboard the Yorktown	No Change
Non-Government Organization	USS Yorktown Foundation	Designated support organization for the agency, dedicated to raised funds to support programs at Patriots Point	No Change
Non-Government Organization	USS Yorktown Association	Organization that honors the service and history of the USS Yorktown and her veterans	No Change

# 2024

## Reports Data

as submitted for the Accountability Report by:  
**P360 - Patriots Point Development Authority**

Report Name	Law Number (if applicable)	Summary of information requested in the report	Date of most recent submission DURING the past fiscal year	Reporting Frequency	Type of entity/entities	Method to access the report	Direct access hyperlink or agency contact (if not provided to LSA for posting online)	Changes to this report during the past fiscal year	Explanation why a report wasn't submitted
Accountability Report	Proviso 117.29 of FY 2022-2023 Appropriations Act	Strategic planning report of the agency's mission, objectives, performance measures and key performance indicators.	September 2023	Annually	South Carolina state agency or agencies	Electronic copy available upon request	<a href="https://www.sstatehouse.gov/reports/aar2023/P360.pdf">https://www.sstatehouse.gov/reports/aar2023/P360.pdf</a>	No Change	
Agency Debt Collection Report	Proviso 113.33, of FY 2022-2023 Appropriations Act	Detailed report of the amount of outstanding debt and all methods used to collect.	February 2024	Annually	South Carolina state agency or agencies	Electronic copy available upon request	Nick Magar - <a href="mailto:nmagar@patriotspoint.org">nmagar@patriotspoint.org</a>	No Change	
Comprehensive Permanent Improvement Plan (CPIP)	Section 2-47-55, S.C. Code of Laws	Comprehensive summary of all permanent improvement projects anticipated over the next five fiscal years.	June 2024	Annually	South Carolina state agency or agencies	Electronic copy available upon request	Nick Magar - <a href="mailto:nmagar@patriotspoint.org">nmagar@patriotspoint.org</a>	No Change	
Fees and Fines Report	Proviso 117.71 of FY 2022-2023 Appropriations Act	Report of all aggregate amounts of fines and fees charged and collected in the prior fiscal year.		Annually	Entity within federal government	Electronic copy available upon request	<a href="https://www.patriotspoint.org/assets/uploads/images/media/pdfs/Fees-Fines-Report-FY21.pdf">https://www.patriotspoint.org/assets/uploads/images/media/pdfs/Fees-Fines-Report-FY21.pdf</a>	No Change	Agency does not collect any fees or fines
FY 2022-23 Budget Plans	Title 11, Chapter 11, S.C. Code of Laws	Compilation of agency planned funding and expenditure requests for the upcoming fiscal year.	September 2023	Annually	Legislative entity or entities	Electronic copy available upon request	Nick Magar - <a href="mailto:nmagar@patriotspoint.org">nmagar@patriotspoint.org</a>	No Change	
FY 2022-23 Federal Project Reviews	South Carolina Federal and Other Funds Oversight Act (Title 2, Chapter 59 S.C. Code of Laws)	Compilation of anticipated federal grants received during the upcoming fiscal year.		Quarterly	South Carolina state agency or agencies	Electronic copy available upon request	Nick Magar - <a href="mailto:nmagar@patriotspoint.org">nmagar@patriotspoint.org</a>	No Change	Agency does not apply for federal grants
Information Technology and Information security Plans	Proviso 117.107 of FY 2021-2022 Appropriations Act	Comprehensive summary of all information technology and information security objectives and expenditures for the upcoming fiscal year.	August 2023	Annually	Entity within federal government	Electronic copy available upon request	Chris Coleman - <a href="mailto:chris.coleman@patriotspoint.org">chris.coleman@patriotspoint.org</a>	No Change	
Other Funds Survey	Section 2-65-20, S.C. Code of Laws	Detailed report of the actual and anticipated revenue by source.	November 2023	Annually	South Carolina state agency or agencies	Electronic file available upon request	Nick Magar - <a href="mailto:nmagar@patriotspoint.org">nmagar@patriotspoint.org</a>	No Change	

<b>AGENCY NAME:</b>	Patriots Point Development Authority		
<b>AGENCY CODE:</b>	P360	<b>SECTION:</b>	52

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**2024**  
**Accountability Report**

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**SUBMISSION FORM**

I have reviewed and approved the data submitted by the agency in the following templates:

- Data Template
  - Reorganization and Compliance
  - FY2024 Strategic Plan Results
  - FY2025 Strategic Plan Development
  - Legal
  - Services
  - Partnerships
  - Report or Review
  - Budget
- Discussion Template
- Organizational Template

I have reviewed and approved the financial report summarizing the agency’s budget and actual expenditures, as entered by the agency into the South Carolina Enterprise Information System.

The information submitted is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR</b> <i>(SIGN AND DATE):</i>  <i>(TYPE/PRINT NAME):</i>	<b>SIGNATURE ON FILE</b>	<b>Signature Received:</b> 09/11/2024
	Allison Hunt	

<b>BOARD/CMSN CHAIR</b> <i>(SIGN AND DATE):</i>  <i>(TYPE/PRINT NAME):</i>	<b>SIGNATURE ON FILE</b>	<b>Signature Received:</b> 09/11/2024
	Wayne Adams	