



# **2023 Annual Accountability Report**

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**Patriot's Point Development  
Authority**

**Agency Code: P360**

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<b>AGENCY CODE:</b>	<b>P360</b>	<b>SECTION:</b>	<b>052</b>

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

### **About the Agency**

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 and the USS Laffey Destroyer. The museum also includes the Cold War Memorial and the Vietnam Experience, the only Vietnam Support Base Camp in the United States. 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 third-largest maritime museum in the country by number of paid admissions and has been awarded the TripAdvisor Certificate of Excellence every year since 2013, which officially recognizes its consistently high visitor ratings. Patriots Point Naval and Maritime Museum also provides educational programming that serves tens of thousands of South Carolina students with multiple innovative programs and an Overnight Camping program that operates year-round.

Patriots Point Development Authority is also charged with managing 400 acres of land bordering Charleston Harbor as a place of tourism and recreation. To this end, the Authority has entered into lease agreements with a golf course, a hotel, a marina, the College of Charleston Athletic Facilities, the Charleston Battery soccer team, and other tenants. The agency has also entered into a 99-year lease agreement involving approximately 60 acres of property to create a steady income stream to fund the necessary repairs and restoration of historical ships, piers, and landside facilities.

Patriots Point Development Authority strives, as always, to be a good steward by providing a safe and patriotic learning environment for all visitors. The Authority is mindful of its obligations for transparency, fiscal responsibility, and the need for debt reduction.

### **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 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, attracts, lodging, and accommodations.

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## **Leadership and Organizational Structure**

In July 2022, the acting executive director of Patriots Point resigned after only a year of service. In order to provide leadership and guidance during a critical moment for the agency, the decision was made to bring back one of its previous and most successful executive directors to lead in the interim. Robert “Mac” Burdette, who previously helmed the agency from 2010 to 2019 returned to Patriots Point and served as the interim executive director for nine months. His experience and leadership proved invaluable as the agency searched for a new permanent agency head and then in the transition to the new executive director. Allison Hunt was chosen as the new executive director of Patriots Point and she has been in the role since March 1. Hunt previously spent five years as the executive director of the USS Yorktown Foundation, which supports exhibits, scholarships and programs at Patriots Point. Additionally, she held leadership roles in public and private partnerships and business development organizations in North and South Carolina. Allison’s experience with Patriots Point and navigating the waters of the public/private sector meant very little transition time in the change of leadership.

Coinciding with the start of the agency’s new executive director, a new organizational structure was adopted to increase efficiency and communication amongst leadership as well as provide guidance to the number of new directors on staff. Previously, the agency was segmented into ten departments with directors reporting to the executive director. The department directors now report to one of three deputy directors who report to the executive director. The agency is now divided into three divisions: The Division of Visitor and Community Engagement, the Division of Operations, Plans, and Maintenance, and finally, the Division of Administrative and Financial Services. Each deputy director has close to a decade of experience at Patriots Point and the new structure is already proving to be successful. A strong leadership team is believed to be in place to guide the agency through its eventful next few years.

The Division of Visitor and Community Engagement is comprised of the agency’s Education Department, Marketing and Communications Department, Collections and Curatorial Affairs Department, and Visitor Services Department. The Division of Operations, Plans, and Maintenance is comprised of the agency’s largest department, the Operations Department. Finally, the Division of Administrative and Financial Services is comprised of the agency’s Finance Department, Human Resources, Ship Store, and Information Technology. Under the jurisdiction of the executive director is the property management arm of the agency.

The agency operated for most of fiscal year 2022-2023 with close to 20 full-time vacancies out of 86 full-time employees. It continues to be a major credit to the staff on-hand that Patriots Point is able to be as successful as it is with the number of vacancies that it has had to endure. The agency’s leadership positions are now filled, but the hardest-to-fill positions continue to be in the lowest paying areas such as custodial, public safety, and the trades positions. The agency has increased wages in many areas to try and attract talent but the competition for employees in the Charleston/Mount Pleasant area can be fierce and the salary limitations as state agency can make filling these positions difficult.

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## **Recycling of USS Clamagore**

For many years Patriots Point made every effort to determine a future for the USS Clamagore that honored the vessel’s history and legacy. Studies were done to gauge the cost to repair and maintain the submarine, but they proved cost prohibitive to the agency. The decision was then made to make a reef out of the sub off the Atlantic Coast. However, even those plans became too expensive due to the rising costs experienced during the Covid-19 pandemic. With the future of the sub in limbo, the USS Clamagore closed to the public in December 2021 due to a leak in the main ballast tank. The costs to dry-dock and restore the historic submarine were estimated to be close to \$10 million. Toward the end of fiscal year 2021-2022 the agency made the decision to recycle the Clamagore via emergency procurement because of the concerns over the submarine being able to safely withstand another hurricane season. In August 2022, an emergency procurement was posted, with the award going to Coleen Marine to recycle the Clamagore at a cost of \$1.5 million. The agency also incurred costs of \$350,000 to have the pier opened up to allow the vessel to leave Charleston Harbor. On October 15, 2022, the Clamagore was removed from Patriots Point and towed to Norfolk, Virginia to begin the recycling process.

## **USS Yorktown Emergency Repair Project**

On July 11, 2022, Governor Henry McMaster issued Executive Order 2022-20, which directs the South Carolina Office of Resilience (SCOR) to begin the process of removing hundreds of thousands of gallons of toxic pollutants from the USS Yorktown by commissioning an updated cost study for the project.

In Spring 2023, PPDA began meetings with SCOR regarding the remediation project and ongoing flooding issues aboard the USS Yorktown. Jonathan Sigman from GEL Engineers provided a recommended course of action for repairs and possible associated costs. A team from Taylor Marine Inc. began preparation for hull repair.

The repairs will be underway during the fiscal year 2023-2024.

## **Financial Discussion**

The record revenues earned in fiscal year 2022 proved to be no fluke as Patriots Point once again set records for revenue in fiscal year 2023. Revenue for tickets and admissions surpassed \$6.8 million, the agency’s Ship Store grossed \$2.7 million, and the revenues received for lease income were over \$3.7 million. All told, the agency’s operational revenue was over \$14 million for the fiscal year. It is important to note that the lease revenue will only continue to rise as work proceeds on the major landside development helmed by Bennett Hospitality.

The agency’s cash balance will be used to continue to pay down the outstanding Laffey Loan, whose yearly payments are now in excess of \$1.2 million dollars. As of August 2023, the loan has five payments remaining and an outstanding principal balance of \$5.6 million dollars. Cash on hand will also be used to fund the design and construction of a new gift shop that will soon be necessary due to the

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ongoing property development. The agency is anticipating the building to require close to \$10 million in funding. Due to the museum’s location on Charleston Harbor, the agency also keeps a reserve of funds to keep the agency operational in the event of hurricanes or weather-related events that could close the museum for an extended period of time.

**Significant Events**

Fiscal year 2023 significant events include the already discussed leadership and organizational structure change, the recycling of the USS Clamagore and payment of the Laffey loan. The fiscal year always starts with the 4th of July celebration at Patriots Point. It is one of the largest and most important events the agency holds every year with visitors coming from all across the state and country to celebrate Independence Day in one of the most patriotic locations. A newer community event the agency is proud of is its annual Halloween event. This is an after-hours event that allows children to come aboard the USS Yorktown to trick or treat and participate in educational programs and it is so successful that it continues to sell out. Events like this are paramount in keeping community actively engaged with Patriots Point.

The 80th anniversary of the commissioning of the USS Yorktown took place in 2023 and Patriots Point held the “Fighting Lady turns 80” celebration in April. The event included hands-on learning opportunities for kids and adults, guided tours, discount flight capsule rides, trivia, music, face painting, food, and a birthday cake cutting. Visitors had the opportunity to meet veterans who served aboard the ship during a special meet and greet. This celebration also coincided with the opening of a temporary exhibit: “All Who Served: The Uniforms of World War II.” The exhibit included 20 uniforms and other clothing articles representing each branch of the military. The Charleston Museum, the National Museum of the Marine Corps, the National Museum of the US Army, and the Charleston Air Force Base all generously provided loans to this exciting exhibition.

Patriots Point commemorated Vietnam Veteran’s Day in March through a Partnership with Clover Health. A crowd gathered at the Vietnam Experience for a memorial ceremony and Department of Defense Vietnam War Veteran lapel pinning. That evening, special guest Tara McClary Reeves presented on Lucy Caldwell and facilitated a discussion with four of “Lucy’s Boys.”

June 13-14 saw Patriots Point held the twelfth annual Teacher Recertification Professional Development Program aboard the Yorktown. The two-day conference provided educators from across South Carolina with professional development training, 20 recertification hours, meals, and the option to stay overnight aboard the USS Yorktown. The theme of the program was People and Places: World-Class Knowledge with a Global Perspective and was one of the most well attended recertification the agency has held.

From January 31 through February 1, the Patriots Point Flight Academy hosted the inaugural AviCom two-day competition and teacher professional development program. AviCom is a statewide competition for high school students participating in aviation and aerospace education programs and was held in collaboration with the South Carolina Aviation High School Alliance. The first-of-its-kind competition included competing in simulated flight missions using Patriots Point’s state-of-the-art flight simulators. The event tested the students on aircraft operation with students having to use their critical thinking, communication, teamwork and math skills in time restricted and problem plagued flight operations.

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Overall, the Education Department at Patriots Point reached 25,608 students between its multiple programs over the last fiscal year.

Fiscal year 2022-2023 also yielded profitable, ongoing programs and partnerships with great potential for continued growth and development. In May 2023, Patriots Point Naval & Maritime Museum launched a new audio tour for visitors aboard the historic USS Yorktown. The audio tour is presented by Charleston’s top-rated history tour company Bulldog Tours and is available for purchase through a mobile application entitled Patriots Point Experience. The app is priced at \$7.99 on the IOS and Android marketplaces. The Patriots Point Experience audio tour is one of many products the museum has built in partnership with Bulldog Tours and the USS Yorktown Foundation. Visitors can also purchase guided history tours for families and groups every day. After hours, Ghost Tours are also offered every night and include stories and access to places that are off-limits to visitors during the day.

Captain Jocko’s Chocos saw tremendous in-store sales over the course of the fiscal year. In April 2022, Patriots Point partnered with local veteran-owned bakery The Front Porch Coffeehouse & Creamery to produce these cookies for museum’s gift shop. Over the last fiscal year, the Ship Store’s sales equaled 8,167 and totaled over 11,000 since the launch of Captain Jocko’s Chocos.

Operation Overnight is a unique experience to see the ship outside regular hours. Scouts, ROTC, and other visiting groups take this opportunity to tour the ship and touch living history firsthand. After a night of exploration and sleep in WWII-era arrangements, the groups have the option of educational tours. During FY23, Operation Overnight hosted 12,953 total estimated guests last year in 370 different groups and brought in over 1 million dollars in revenue to Patriots Point.

**AGENCY NAME:**

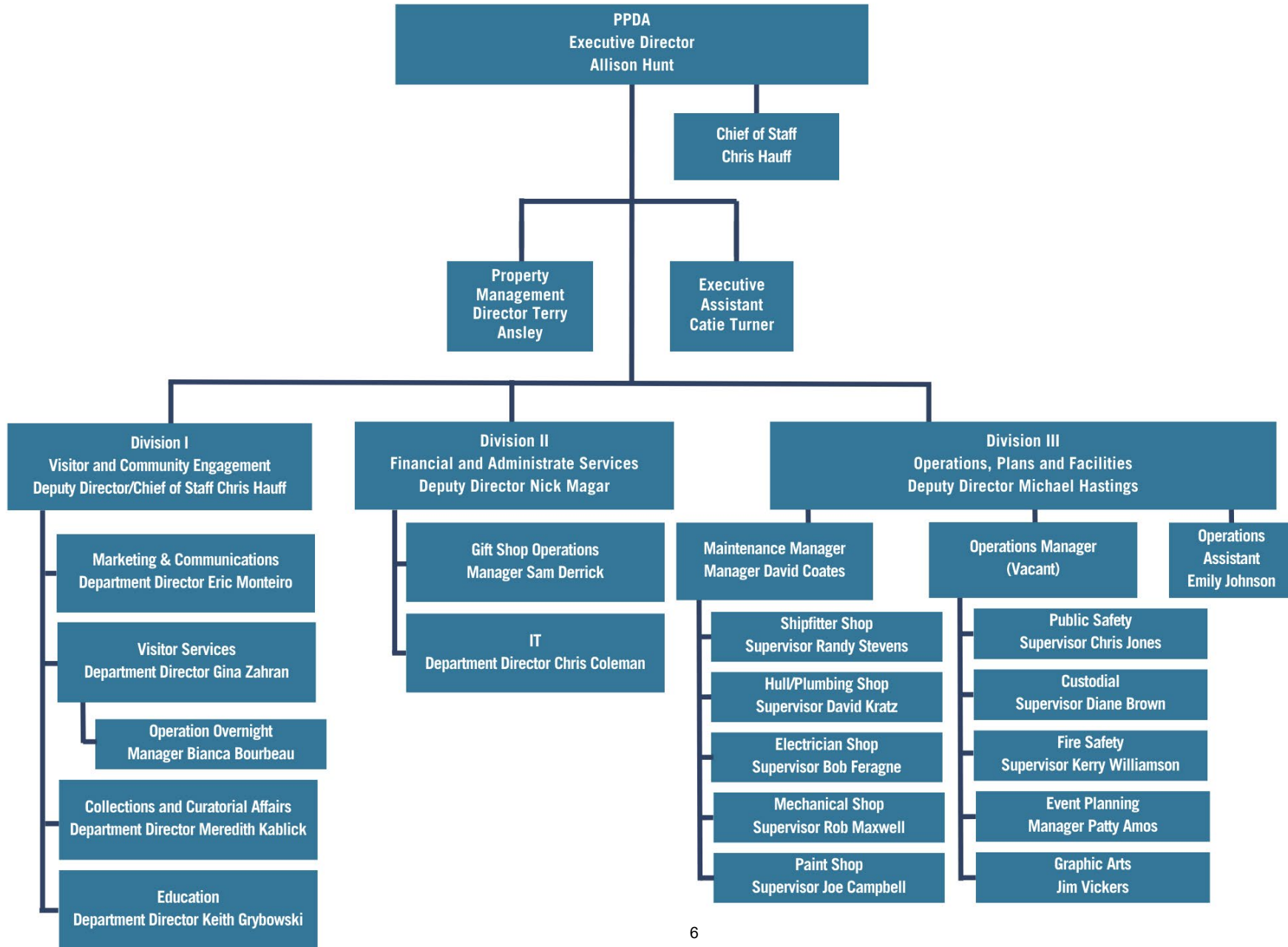
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**SECTION:**

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# 2023

## 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
Nick	Magar	Deputy Director of Administrative and Financial Services	nmagar@patriotspoint.org	843-881-5996

#### Secondary Contact

First Name	Last Name	Role/Title	Email Address	Phone
Catie	Turner	Executive Assistant	catherine.turner@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 accommodation.

#### 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 FY2023

Description of Event	Start	End	Agency Measures Impacted	Other Impacts
Woody Williams Memorial	July	July	Number of commemorative military programs held	
4th of July	July	July	Number of public programs held and attended	
Governor McMaster Press Conference	July	July	Number of public programs held and attended	
Author Event: Joe Tyson, Sr.	August	August	Number of public programs held and attended	
Veteran's Day w/ Patriots Art Foundation	November	November	Number of commemorative military programs held	

Laffey Memorial Service	October	October	Number of commemorative military programs held	
SC Aviation Competition	May	May	Students participating in Education programs	
Vietnam Veteran's Day	March	March	Number of commemorative military programs held	
All Who Served Temporary Exhibition Grand Opening	April	April	Number of public programs held and attended	
Fighting Lady Turns 80	April	April	Number of public programs held and attended	
Halloween	October	October	Number of public programs held and attended	
Midway Commemoration	June	June	Number of commemorative military programs held	
Bell's Across America	September	September	Number of public programs held and attended	
Our Community Salutes	May	May	Number of commemorative military programs held	
AviCom	January	February	Students participating in Education programs	
Teacher Recertification Program	June	June	Development of Learning Centers	
Nuclear Power Training Unit Graduation Ceremonies	July	June	Number of commemorative military programs held	
Race Week 2023	April	April	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>				<b>Yes</b>
<b>Reason agency is out of compliance: (if applicable)</b>				
<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. § 20-1-10 through 20-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).</b>				<b>Yes</b>
<b>Does the law allow the agency to promulgate regulations?</b>				<b>No</b>
<b>Law number(s) which gives the agency the authority to promulgate regulations:</b>				

<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)	

# FY2023

## 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	\$0	\$ 2,500,000	\$ 3,300,000	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	\$0	\$ 13,400,000	\$ 14,786,340	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	\$0	\$ 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 Laffey.</b>														
<b>State Objective: Public Infrastructure and Economic Development</b>														
2.1.1	Number of aircraft restoration projects	0	2	2	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	20%	40%	28%	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	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes		
2.3.1	Number of core museum documents for possible museum accreditation		0	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		
3.1 Expand general public programming using museum assets to engage and educate surrounding communities											State Objective: Government and Citizens					
3.1.1	Number of public programs held and attended		0	30,000		11	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	
3.2 Expand general public programming using museum assets to engage and educate surrounding communities											State Objective: Government and Citizens					
3.2.1	Number of commemorative military programs held		0	400		11	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	
3.3 Increase presence by furthering school programs and activities through the expansion of onsite, virtual learning and professional development programming for teachers											State Objective: Education, Training, and Human Development					
3.3.1	Students participating in Education programs		0	17,000		25,608	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	
3.4 Increase presence by furthering school programs and activities through the expansion of onsite, virtual learning and professional development programming for teachers											State Objective: Education, Training, and Human Development					
3.4.1	Development of Learning Centers		0	1		1	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	
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											State Objective: Government and Citizens					
4.1.1	Media and social media publicity value		0	2,000,000		14,354,343	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	Records only kept through May 2023
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											State Objective: Government and Citizens					
4.2.1	Increase reach on Facebook	4,790,000	5,000,000	17,391,503			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	

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 Target specific groups and promote tours in the quest for increasing the amount of group sales														
State Objective: Government and Citizens														
4.3.1	Number of Group Sales	0	15,000	270	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	

# FY2024

## 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> <span style="float: right;"><b>State Objective: Public Infrastructure and Economic Development</b></span>													
1.1.1	Continue to collect and increase collected rent	\$0	\$ 2,500,000	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	0	
<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> <span style="float: right;"><b>State Objective: Public Infrastructure and Economic Development</b></span>													
1.2.1	Increase in earned revenue	\$0	\$ 13,400,000	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	0	
<b>1.3 Ensure that the annual budget will support all approved/authorized operational &amp; capital expenditures including debt</b> <span style="float: right;"><b>State Objective: Public Infrastructure and Economic Development</b></span>													
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	\$0	\$ 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.	0	
<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> <span style="float: right;"><b>State Objective: Public Infrastructure and Economic Development</b></span>													
2.1.1	Number of aircraft restoration projects	0	2	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	0	
<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> <span style="float: right;"><b>State Objective: Education, Training, and Human Development</b></span>													

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
2.2.1	Percentage of collection catalogued in new collection management software	20%	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	0	
<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	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	0	
<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	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	0	
<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	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	0	
<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	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	0	
<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	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	0	
<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>		



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
4.1.1	Media and social media publicity value	0	2,000,000	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	0	
<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	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	0	
<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	0	15,000	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	0	

# 2023

## 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) General2	(Projected) Other	(Projected) Federal4	(Projected) Total
0101.000000.000	Naval & Maritime Museum		\$ -	\$ 11,342,367.83	\$ -	\$ 11,342,637.83	\$ -	\$ 11,220,541.00	\$ -	\$ 11,220,541.00
0116.050000X000	Literacy & Distance Learning		\$ -	\$ 309,256.53	\$ -	\$ 309,256.53	\$ -	\$ 415,000.00	\$ -	\$ 415,000.00
9500.050000.000	State Employer Contributions		\$ -	\$ 1,610,694.77	\$ -	\$ 1,610,694.77	\$ -	\$ 2,273,143.00	\$ -	\$ 2,273,143.00
9812.160000X000	USS Laffey		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# 2023

## 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 FY2023
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

# 2023

## 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 FY2023	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	

# 2023

## 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	Lease for ATM location	No Change
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
Private Business Organization	Fly In Helicopters LLC	Revenue share agreement for helicopter rides on PPDA property	No Change
Private Business Organization	Coca-Cola	Vending machines on the property and aboard the Yorktown	Add
Non-Government Organization	USS Yorktown Foundation	Designated support organization for the agency, dedicated to raised funds to support programs at Patriots Point	Add
Non-Government Organization	USS Yorktown Association	Organization that honors the service and history of the USS Yorktown and her veterans	Add

# 2023

## 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-22	Annually	South Carolina state agency or agencies	Electronic copy available upon request	<a href="https://www.scstatehouse.gov/reports/ar/2022/P360.pdf">https://www.scstatehouse.gov/reports/ar/2022/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.	January-23	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-23	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.	October-21	Annually	Entity within federal government	Electronic copy available upon request	<a href="https://www.patriotspoint.org/assets/uploads/images/media/pdf/Fees-Fines-Report-FY21.pdf">https://www.patriotspoint.org/assets/uploads/images/media/pdf/Fees-Fines-Report-FY21.pdf</a>	No Change	
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-22	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	No grant writer currently on staff/do not typically receive federal grant money
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-22	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-22	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>	052

**2023**  
**Accountability Report**

**SUBMISSION FORM**

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

- Data Template
  - Reorganization and Compliance
  - FY2023 Strategic Plan Results
  - FY2024 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>	<b>SIGNATURE ON FILE</b>	<b>Signature Received:</b> 9/15/2023 7:37 AM
<i>(TYPE/PRINT NAME):</i>	Allison Hunt	

<b>BOARD/CMSN CHAIR</b> <i>(SIGN AND DATE):</i>	<b>SIGNATURE ON FILE</b>	<b>Signature Received:</b> 9/15/2023 7:37 AM
<i>(TYPE/PRINT NAME):</i>	Wayne Adams	