



PATRIOTS POINT  
DEVELOPMENT AUTHORITY

October 19, 2000

The Honorable James H. Hodges, Governor of the State of South Carolina,  
The Honorable John W. Drummond, President of the Senate,  
The Honorable David H. Wilkins, Speaker of the House of Representatives,  
The Honorable Members of the General Assembly,

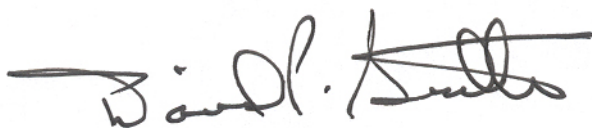
As we approach the beginning of a new millennium, Patriots Point has continued to emerge from a decade of controversy, change and redefinition better equipped than ever to meet the challenges presented to it a quarter century ago by Governor John C. West and the General Assembly: "To establish and develop a National Naval Museum of ships, naval and maritime equipment, (and) artifacts. . .for the education and enjoyment of the people of our nation and to instill in them a knowledge of our naval and maritime history; and of the importance of sea power to our economy and defense; To foster and stimulate national and international travel to and participation in the development of Patriots Point by acquiring, constructing, equipping and maintaining Museum buildings, . . . public exhibits and entertainment facilities, historical monuments and sites and providing lodging and accommodation for travelers by land or water to Patriots Point. . ."

With the culmination of the landside development effort finally on the horizon and that portion of the development effort that is, in fact, completed finally providing a steady stream of revenue, the process of restoring and conserving the museum ships and the precious record of our history that they enshrine is well underway. Ever increasing numbers of visitors avail themselves of the opportunities for education and entertainment at Patriots Point. The historical and leadership programs that have been in place to train the nation's future leaders to meet the challenges of the twenty-first century are continuously being refined and improved. In fact, we are in the early developmental stages of an exciting new living history program that I am confident will enhance our educational efforts significantly. Feedback from both visitors and employees on present programs and future plans for reinterpretation and expansion of the Museum continues to be increasingly positive.

None of this could have been achieved without the tireless efforts of Patriots Point's dedicated employees and an equally dedicated Board of Directors. The proactive role the Board played in sharing their professional expertise to assist the staff in shaping critical strategic plans concerning a number of customer service issues was an example of teamwork at its finest.

This report summarizes only the most important goals and activities pursued by the Patriots Point Development Authority during Fiscal Year 2000. Ironically, the close of the fiscal year also marked a transition in agency leadership with the retirement of James H. Flatley III. It is anticipated that a reevaluation of the agency's vision and strategic plan will be undertaken in the near future and that changes that result from that evaluation will be reflected in the next submission of this report. Please contact Ms. Eleanor L. Wimett, Patriots Point Accountability Report Action Officer, at 843-881-5999 or via email at [ewimett@infoave.net](mailto:ewimett@infoave.net) if you have any questions concerning this submission.

Sincerely,



David P. Burnette  
Executive Director

Patriots Point Development Authority  
Accountability Report, FY 2000

EXECUTIVE SUMMARY

The 2000 fiscal year at Patriots Point almost inevitably became a threshold year for the agency, a time both to look back, evaluating the past, and to look forward, planning for the future. Straddling the last year of the 1900's and the first year of the 2000's with a new millennium on the horizon, this fiscal year was a time for resolution of old issues and completion of old projects and a time to consider new directions for the agency.

This year saw the culmination of a long and ultimately successful landside development phase for Patriots Point. At the beginning of the decade the only landside development component in place was the Patriots Point Links. The hotel complex was an incomplete shell. The revenue stream intended to support the Naval & Maritime Museum and its diverse educational activities was in severe danger. As the decade ended in December 1999, all the major pieces of the development puzzle were substantially in place. The hotel complex was open and planning expansion. In addition to the marina and the College of Charleston Boating Center, Patriots Point could boast not one but two multiple-use sports complexes, one dedicated to College of Charleston athletics and the other to athletic programs sponsored by the Town of Mount Pleasant. During FY 2000 alone these programs contributed \$472,554 to the capital fund for repair and maintenance of the museum ships at Patriots Point. While the Board and Executive staff continue to monitor and refine developers' plans for the landside parcels, the initial phase of development designed to provide a reliable lease "endowment" for Patriots Point is substantially complete.

Ongoing measures to guarantee fiscal responsibility in budgeting and operating expenditures continued to demonstrate their effectiveness in FY 2000. While museum closures necessitated by Hurricane Floyd and other weather emergencies slightly reduced both general and youth camping visitation from the record levels of FY 1999, operating income nonetheless increased by more than 3% to \$5,693,621 in FY 2000. Improved procurement and audit procedures helped keep expenditures below budget in 10 of 11 budget categories, resulting in a net operating surplus of \$276,702. Improved inventory controls and targeted sales allowed the museum gift shop to make a particularly strong contribution to the agency's bottom line in FY 2000 with gross revenues increasing to \$1,600,920, more than 6% over the previous record of FY 1999. Even more striking in view of the lowered visitation was the net profit on retail operations of \$410,144, an increase of almost one-third over the previous record net set the year before.

At the same time, several projects planned or initiated in previous years came to fruition in FY 2000. These included an Engineering project to remove 100,000 gallons of fuel oil from USS Yorktown, which was completed to the satisfaction of the Coast Guard and other regulatory agencies at approximately one-tenth of the originally estimated cost, major renovations to two youth camping areas which together house more than 250 youth campers to stay aboard USS Yorktown and substantial repairs to the island structure of USS Yorktown which not only preserved a particularly fragile portion of the fabric of the ship but allowed Exhibits crews to completely restore deteriorated exhibits in the island and restore them to full access for visitors. The long-planned removal of marine growth and restoration of the "turtleback" on USS Clamagore began in FY 2000 as well and was approximately 50% complete as the year ended. Ongoing repairs to the main deck of USCGC Ingham and the flight deck of USS Yorktown also continued through FY 2000.

From a technological standpoint, the most important event of FY 2000 was a non-event: the agency passed January 1, 2000, and all of the other benchmark dates in the fiscal year with absolutely no computer or communications downtime. However, this year also saw the culmination of a five-year strategic extension of the computer network at Patriots Point when the gift shop and most workgroups in the Engineering Department gained full access to the computer network. Computerized maintenance management software (CMMS) acquired for Engineering and a new Windows-based point of sale system in the gift shop offer significantly enhanced inventory control and planning options for those departments. Previous investments in fiber optic and communications infrastructure also allowed the agency to increase the number of personnel with direct internet access by more than 900% during FY 2000 while improving the quality and speed of the on-line connection.

Human Resources continued to receive special attention during FY 2000. The Executive Director designated the year as an "action year" for employee safety and morale. A new full-time safety officer began a comprehensive review of internal safety procedures and initiated a well-received series of training sessions on safe and effective work procedures for all trades workers and any other staff exposed to marine or industrial hazards. As part of the agency's transition to fixed-date evaluations, all senior and line managers received extensive training in the South Carolina Employee Performance Management System (EPMS). Managers and Human Resources personnel reviewed more than 75% of existing position descriptions and, where required, updated these to reflect current requirements and responsibilities.

As part of the ongoing development of strategic plans for the twenty-first century, the Naval & Maritime Museum completed a two-year public dimension self-assessment performed in conjunction with evaluators from the American Association of Museums under a grant from the federal Institute for Museum and Library Services, the museum's first federal grant for professional development and planning.

Despite such notable successes, FY 2000 was not without challenges. The impact of Hurricane Floyd upon Patriots Point was not limited to loss of visitation. Not only did the storm carry away the gift shop pavilion awning and a significant amount of waterside foliage, but it also caused major water incursions in some storage areas and tour routes. However, Exhibits staff took this as an opportunity to go beyond minimal repairs to the exhibits in the captain's and flag quarters immediately below the flight deck, completely renovating that tour route while Collections staff reaccessed and photographed all items from those exhibits prior to cleaning them and restoring them to display. Similarly, while water damage in the Midway Exhibit on the Hangar Deck required significant repairs by Exhibit staff, it also provided an opportunity to refresh and better document the artifacts from one of the museum's most popular exhibits. The need to deal with these weather-related crises delayed but did not stop work on a radical restoration of the Yorktown Wardroom area designed to allow it to be used in its original function as a dining area while more effectively presenting the story of USS Yorktown and the Yorktown Association. Despite all these labor-intensive activities, the ship's historian and senior curator also completed the final draft of a major command study book in FY 2000.

Another significant challenge was the proposal by the National Park Service to cease departures from Patriots Point to Fort Sumter National Park. The proposal to require all visitation to begin at a visitor center in peninsular Charleston would reduce the convenience of the Fort Sumter experience for visitors, at least 50% of whom currently leave from Patriots Point and might have a negative impact on visitation and gift shop sales at the museum. Although Patriots Point staff entered into significant discussions with Park Service staff to reach compromise solutions, as FY 2000 ended, the situation was still unresolved.

All budgetary programs at Patriots Point are interrelated and function together closely to serve the agency and its multiple constituencies. Ranking them in priority order should not diminish the importance of each program and the role each plays in fulfilling the agency's legislative mandate.

That being said, the agency's programs are assigned the following priority for FY 2000. The Engineering and Maintenance Department received first priority and the largest share of budgetary expenditures during FY 2000 because of the significant challenges confronting that department in maintaining, restoring and preserving the historic ships entrusted to the agency's care. The Executive Department's role in strategic planning for the agency and revenue development in support of capital projects and ships' maintenance gain it second priority. Any prioritization of the remaining programs must be dictated by the museum's focus on its internal and external customers. For FY 2000 the Administrative Department stands in third priority due to its human resource and financial management functions. The vital educational mission and revenue-producing importance of the Youth Education Department place it fourth. The direct support of the visiting public provided by the Volunteer (Docent) and the Public Safety/Guest Relations Departments place them in fifth and sixth place. The central role of the Exhibits Department, which constructs and maintains the landside and shipboard exhibits which interpret the museum ships and lend meaning to a visit to the museum gain it seventh priority. The Information Systems and Museum Collections Department which supports the vital internal and external communications systems of the agency and manages the museum's fiduciary responsibility for the artifacts entrusted to its care earn it eighth priority. Finally, the Marketing and the Retail Operations Departments, which respectively generate visitation and significant sales revenue for the agency, are ranked ninth and tenth.

## MISSION STATEMENT

To develop and improve Patriots Point,  
thereby providing a place for historic preservation, education and recreation  
that will foster among its local, national and international visitors  
a sense of pride, patriotism and respect for America's ideals and democratic principles  
as well as an appreciation for the cost of defending these ideals and principles.

## LEADERSHIP SYSTEM

During FY 2000, the agency and its board have made strenuous efforts to reverse the traditional “top down” leadership structure common within the agency over the last quarter century. Indeed, when the Executive Director announced that he would be retiring from the agency at the end of FY 2000, the search committee of the Patriots Point Board made one of the chief desiderata a willingness to significantly modify the “command structure” of the agency to facilitate more varied inputs in all departments.

Even prior to this, however, efforts to improve feedback and employee morale that had begun in previous years were accelerated and extended to lower levels of management. For example, during FY 2000 internal trainers exposed a large group of middle managers and most line managers to modern team-building, conflict resolution and openly communicative management methods in a twice-a-month “Bullet-proof Manager” training course similar to that offered to senior staff in FY 1999.

Moreover, regular “All Hands” meetings continued to provide executive briefings on strategic planning, Human Resources and financial information and other matters of interest to the Patriots Point community for all staff. Questions from any attendee are welcomed and a response, if not immediately available, is generally provided to all attendees within a matter of days.

Additionally, an Employee Sounding Board, consisting largely of line employees, trades specialists and a few junior managers, represents the line personnel to senior management, raising issues that affect worker morale and workplace safety as well as selecting the “Employee of the Quarter”.

## CUSTOMER FOCUS AND SATISFACTION

Patriots Point continues to be strongly focused on its customers and stakeholders.

The agency's customer base is extremely diverse. More than a quarter of a million "paying customers" from all areas of South Carolina, from other states and dozens of foreign countries visit the museum ships each year. Thousands more visit the hotel, marina, golf course and sports complexes located on the Patriots Point property. Patriots Point is home to hundreds of events each year, ranging from small military reenlistment ceremonies and private dinner parties for veterans reunion groups to large public fund-raisers for non-profit organizations and the agency's own Fourth of July celebration, held annually in conjunction with the Town of Mount Pleasant. Thousands of young people enjoy educational programs offered in conjunction with local school districts or the museum's youth camping program. Indeed, through its web page, its responses to research queries made by letter, by telephone and via the internet and through its programs of volunteers in the schools, the agency reaches out to many customers – inside and outside the State of South Carolina – who may never have an opportunity to visit Patriots Point themselves.

While every individual at Patriots Point considers it his or her duty to do anything that can be done to delight each of these customers with their "Patriots Point experience", inevitably systematic measurement of customer satisfaction falls into the province of certain departments.

For instance, Marketing conducts periodic "exit surveys" of visitors to the museum to determine their level of satisfaction with the visit, what led them to visit Patriots Point, what portions of the museum experience they enjoyed the most and least, and other relevant questions such as the other attractions they plan to visit in South Carolina, how long they plan to be in the area, etc. Feedback from these surveys is then conveyed to the appropriate divisions of the agency for use in revising existing programs and planning new ones.

Since Patriots Point is so prominent a feature on the Lowcountry landscape, its activities are a major source of general interest to the local media and individuals in the area. Marketing and Executive staff monitor and document the overall customer view of the agency and its operations by maintaining "clipping books" of local, state and national media, letters to the editor and general mailings and correspondence.

Youth Education provides each group of overnight campers with a comprehensive questionnaire to determine their level of satisfaction with food and accommodations, educational programs included with their visit and any suggestions they might have for enhancing the experience. Nearly all of these questionnaires are returned. Both positive and negative responses are immediately distributed to all relevant departments who promptly respond to any negative comments. During FY 2000 more than 95% of the questionnaires had overwhelmingly positive comments about the Youth Education program.

In addition, Volunteers at the central Information Booth, docents leading tours of the museum ships and drivers of people movers verbally survey visitors daily not only to gauge visitor satisfaction with aspects of the museum experience directly related to volunteer-supported activities such as docent-led tours, but also with other aspects of their visit, including exhibits, facilities and informational materials. Such feedback is promptly and completely transmitted to appropriate department heads and/or the Executive Director.

Loose-leaf guest books are placed on most of the museum ships and in the Shipyard Museum area of USS Yorktown. These allow casual visitors to make comments and suggestions for enhancing their visit. Pages from these books are regularly retrieved and reviewed by museum staff. Similar guest books dedicated to reunion and veteran visitors are reviewed constantly by trained Volunteers. Again, the vast majority of comments in these books are overwhelmingly positive.

Management has established several routes for determining and improving internal satisfaction, worker morale, etc. An "Employee Sounding Board" regularly makes recommendations on issues concerning morale, recognition, compensation, and other employee-related issues. Monthly "All Hands" meetings attended by all employees usually end with an open question period at which any issue of general interest may be discussed. This has proved an effective platform for line personnel to raise issues with regard to strategic planning, Human Resources, etc. to senior management, including the Executive Director. Most departments schedule regular group meetings and/or one-on-one sessions between managers and staff to discuss issues relating particularly to that department. The Executive Director, the Human Resources Officer and all department heads have "open door" policies that allow any employee under them in the "chain of command" to discuss issues of concern to them or to their workgroup.

## OTHER PERFORMANCE CRITERIA

### LEADERSHIP

The agency seeks and shares information with similar activities throughout the world. The agency participates actively in professional organizations such as the Historic Naval Ships Association, American Association of Museums, the Southeastern Museum Conference, etc. as well as state government initiatives such as the Executive Institute and the Information Resources Council Working Group on Computer Standards. Staff members involved with such activities regularly share the information gathered with appropriate staff and discuss how state initiatives and the experiences of other organizations can improve our own effectiveness.

Patriots Point consistently makes an effort to exert a positive influence in the community through public outreach programs: hosting of the local community's Fourth of July celebration, public recognition of veterans as part of several programs associated with our role as the "Arlington of Carrier Aviation", Memorial and Veterans Day programs onboard YORKTOWN held in conjunction with the Charleston County Schools District, successful participation in United Way and the Juvenile Diabetes Walkathon.

### STRATEGIC PLANNING

Strategic Development: Market analysis is an ongoing effort. Specific objectives include tracking the trends in the composition of our actual and potential customer base and how best to reach that constituency to make them aware of and enable them to take the best advantage of our programs. Relevant staff regularly review customer feedback in the form of questionnaires, surveys and guest book submissions and distribute pertinent information to appropriate work groups for use in the formulation of strategic plans and to execute corrective action, where necessary.

Strategy Deployment: The agency's strategic plan is normally articulated directly only to senior managers and to those staff members involved in functions related to the specific element of the plan. The plan is articulated to the staff as a group only in generalities, except for those elements of the plan that apply to all staff members.

### INFORMATION AND ANALYSIS

Measurement of Organizational Performance: The agency routinely gathers statistics concerning admissions, revenues, etc. and shares these with key staff members, the Board, and relevant outside agencies as well as with our marketing consultant. For some years the agency has carefully analyzed statistical trends in these areas, comparing benchmark values not only to the previous year, but also examining trends over five-year and, where possible, ten- and twenty-year arcs.

While past statistical analysis has focused on financial and marketing benchmarks, the Engineering Department recently acquired a Computer Managed Maintenance System so that in future pertinent work groups will be able to track and analyze man hours consumed by task and/or project, funds expended by project, subjective prioritization of repair tasks and the scheduling of periodic planned maintenance on operating equipment. The large increase in employee internet access during FY 2000 has greatly improved job-related research capabilities. Several work groups routinely use this capability to search for the most cost effective procurement solutions to the task at hand. It is already evident that substantial cost savings will be realized from our technology investment.

Analysis of Organizational Performance: Enhanced utilization of information systems capabilities has resulted in dramatic strides in the analysis of organizational performance. The agency can now review and analyze admissions ticket sales to determine the types and categories of customers visiting Patriots Point. This allows the agency to detect and understand visitation anomalies more promptly and precisely. Retail Operations can now analyze gift shop sales down to daily and hourly levels, breaking out items sold by type, department, profitability, vendor, etc. By using such reports, the gift shop has been able to weight its staffing schedule more efficiently to peak periods and optimize its inventory to such an extent that net profitability in FY 2000 improved by 32% over the previous fiscal year even though gross sales only increased by 6%. Utilizing tools provided by the Office of Information Resources, the agency also monitors its internet web site hits to determine which areas are most effective for information dissemination and marketing.

## HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

**Work Systems:** The agency has made strenuous efforts in FY 2000 to continue improvement of internal communications within the agency. The Executive Director continued to hold periodic All Hands meetings including extensive question and answer sessions on agency planning, policies and events. Staff throughout the agency also received an informational departmental weekly newsletter to promulgate pertinent internal information from senior staff meetings. Management posted suggestion boxes at key locations throughout the agency and regularly provide feedback to employees.

**Employee Evaluation, Training and Development:** During FY 2000 agency management made a concerted effort to improve compliance with the South Carolina Employee Performance Management System and to upgrade the currency of employee position descriptions. As part of this effort, management initiated a zero-based review and overhaul of staff position descriptions in January 2000. This was approximately 75% complete by the end of the fiscal year. The agency's largest department implemented a philosophical change in the method for determining starting salaries for new employees in an effort to recruit quality personnel and enrich the work force. This resulted in some salary inequities between employees hired at different times. To correct those perceived and actual inequities, Human Resources and departmental management undertook a thorough analysis of departmental salaries versus mission contribution, longevity, skill level, etc., with the end result a large-scale salary adjustment involving more than 50% of the department. The positive morale impact of this effort to achieve fairness in compensation has been impressive.

**Employee Well-Being and Satisfaction:** FY 2000 saw tremendous improvements in the area of workplace safety. For the first time, the agency employed a full-time Safety Manager tasked with the review and enforcement of O.S.H.A. programs throughout the agency. Management supported a rigorous training program not only in all required safety areas but also on topics pertinent to the very specific and sometimes unique activities in which agency employees are involved aboard the museum ships. This program resulted in a dramatic improvement in safety awareness and a resultant decrease in reported incidents involving either museum visitors or agency employees.



## DESCRIPTION OF PROGRAMS

### Priority 1: Engineering and Maintenance

Program Cost: State \$0  
Federal \$00  
Other \$1,624,088.00  
Total \$1,624,088.00

FTE (including temporary staff): 40

Program Goals: The Engineering and Maintenance Department is responsible for all maintenance and repairs to the four Museum ships and to all Museum facilities, including the pier, buildings, vehicles, parking areas and access roads. It maintains HVAC, fire/security, plumbing, electrical and mechanical systems and furnishes custodial, painting and preservation services throughout the Museum. It also supports the special event lease functions and youth camping operations by providing ancillary services such as seating and sound set-up. The Department also coordinates and administers all capital projects at the Museum, including structural renovation required for exhibits.

The department's strategic goal is:

1. To preserve and maintain the fabric of the four Museum ships in the best possible condition.
2. To ensure the safety and security of staff and visitors

Program Objectives:

1. To complete removal of all fuel oil and contaminated water from the tanks and bilges of USS Yorktown.

Outcome: At the time the Navy transferred USS Yorktown to Patriots Point, it left approximately 100,000 gallons of fuel oil in onboard tanks. A small leak three years ago revealed the scope of the contamination and raised environmental concerns. When original estimates for oil removal ran as high as \$350,000, by exploring methods to exploit the resale value of the reclaimable oil, Engineering completed the project to the satisfaction of the Coast Guard for approximately \$35,000. As part of the oil removal project, contractors pumped the bilges of all main engineering spaces dry.

2. To continue repair and paint jobs involving threats to the fabric of USS Yorktown.

Outcome: During FY 2000 the ongoing YORKTOWN flight deck renovation project continued with roughly 3,000 square feet of corroded deck removed and replaced. During the same period Engineering staff completely renovated corroded exterior catwalks, observation platforms and deck structures throughout the island of the aircraft carrier and removed and replaced severely corroded structural members on the 02 level. Staff also preserved and painted all of Hangar Bay 1 and the deck of Hangar Bay 3.

3. To continue repair and paint jobs involving threats to the fabric of USS Clamagore.

Outcome: Staff began active work on the project to renovate the topside structure of Clamagore during FY 2000, including removal of marine growth in the splash zone. Work was approximately 50% complete at year-end, dramatically improving the submarine's appearance. Plumbing, electrical, phone and computer connections were completed for the new mobile office complex situated near the gift shop.

4. To continue repair and paint jobs involving threats to the fabric of USCGC Ingham.

Outcome: Staff completed significant repairs to the Main Deck of USCGC Ingham to patch leaks into the lower decks caused by ongoing corrosion.

5. To complete repairs involving safety or security of guests and employees.

Outcome: Engineering continued ongoing repairs to insulation in all main machinery spaces onboard Yorktown. The department also repaired the deck of the Yorktown's number 3 elevator platform, used as the museum's main entrance. Electrical staff also completed repairs to several streetlights in the museum parking areas. Staff also completed plumbing, electrical, telephone and computer connections for the new mobile office complex situated near the gift shop.

6. To upgrade safety measures on the museum ships and adjacent piers..

Outcome: During FY 2000 the agency installed a new general announcing system amplifier on Yorktown and expanded the system to cover the Ingham and Laffey as well. Staff also installed a new fire station in youth camping berthing in conjunction with extensive renovation of those compartments and installed a flooding alarm system aboard the Laffey. Electrical staff renovated and upgraded lighting on the piers. Engineering staff provided the pier and floating breakwater at the marina with extensive safety modifications, including lifeline and life ring rack installations, to improve public safety in preparation for the Tall Ships event hosted by Patriots Point in June, 2000.

7. To continue renovation of youth camping compartments to extend the quality and quantity of berths available for onboard programs.

Outcome: Engineering completed the renovation of the overnight camping compartment that was in process at the end of FY 1999. The same team also completed repair and enhancement of the largest overnight camping area (approximately 200 berths) and its associated restrooms, which had received water damage from flight deck leaks.

Priority 2: Executive

Program Budget:

State \$0

Federal \$0

Other \$376,368.00

Total \$376,368.00

FTE (including temporary staff): 4

Program Goal: Executive staff chart the overall course for the agency by initiating and coordinating agency-wide planning and reporting to outside agencies. They also assume primary responsibility for negotiation and oversight of franchises and the leasing and development of landside properties at Patriots Point.

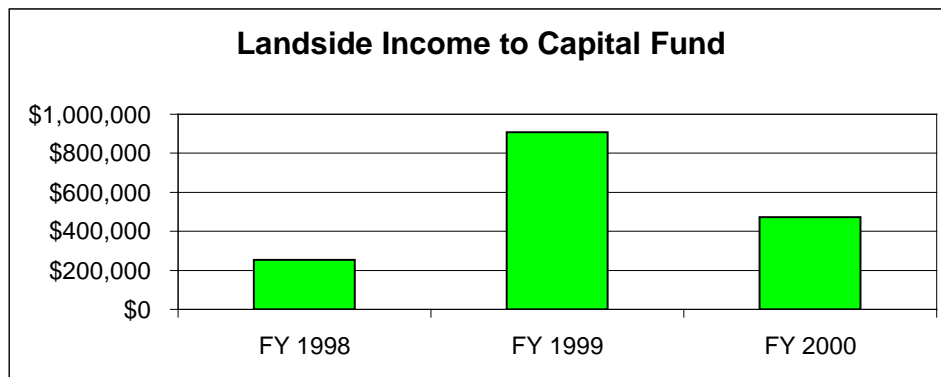
The department's strategic goals are:

1. To foster an environment conducive to flexible strategic planning and efficient management of agency resources.
2. To guarantee the flow of revenue to support the museum's mission, particularly the development of a capital fund for maintenance of the historic ships.
3. To ensure that the Patriots Point area is managed and developed to the greatest benefit of the citizens of the State of South Carolina in accordance with sections 6.1 and 6.3 of the agency's enabling legislation which dictate that the agency "develop and improve the Patriots Point area" particularly such development necessary to "foster and stimulate national and international travel to and participation in the development of Patriots Point".

Program Objectives:

1. To provide a capital fund for maintenance of the historic ships by leasing landside sites to appropriate developers and private organizations.

Outcome: The capital fund for the maintenance of the historic ships increased by \$472,554 during FY 2000. This includes income of \$316,734 from the Hilton Resort Hotel, \$65,820 from the Marina at Patriots Point and \$90,000 from the College of Charleston Sports Complex. This represents a 16% increase in normal annual income to the capital fund since the College of Charleston had paid a one-time lump sum payment of \$500,000 during FY 1999.



2. To modify the conceptual master plan for landside development to take advantage of changes in the development outlook for the East Cooper area and reflect the planning concerns of the Town of Mount Pleasant, as well as to facilitate design modifications for the Cold War Submarine Memorial and other long-term museum construction projects.

Outcome: The master plan was revised to reflect changes in the planned use of landside development spaces to accommodate better hotel and conference facilities, retail space and residential areas, as well as planned the enhancement of Patriots Point Road to improve its appearance and traffic flow.

3. To encourage asset enhancement of pre-existing landside development sites and optimize operating income from previously negotiated leases.

Outcome: During FY 2000, existing developers made several modifications to previously negotiated leases and construction plans to allow more rapid development of the leased parcels. The board and executive staff at Patriots Point have devoted significant amounts of time and energy to monitor these modifications to guarantee optimal revenue flow for the Naval & Maritime Museum.

4. To maintain Patriots Point as a departure point for tourist visitation to the National Park at Fort Sumter.

Outcome: Currently at least 50% of visitors to Fort Sumter depart from the Patriots Point pier, significantly increasing casual visitation to the museum and incidental sales at the museum gift shop. Moreover, Patriots Point departures greatly simplify the visit to Fort Sumter integrated into most youth camping visits. The National Park Service recently proposed that all future franchises for ferry service to Fort Sumter require departures solely from the Park Service visitor center in peninsular Charleston that is nearing completion. During FY 2000 executive staff conducted intensive research into fiscal and customer service implications for Patriots Point should this plan be implemented. Determining that these were generally negative, Patriots Point entered into discussions with Park Service and legislative staff to determine alternative methods of ensuring the indoctrination desired by the Park Service without the inconvenience and additional cost for visitors or income diminution for Patriots Point. At the end of FY 2000, negotiations continued with no final resolution.

5. To improve staff safety and agency adherence to regulatory safety and reporting requirements.

Outcome: Executive staff designated FY 2000 as an "action year" for staff safety and morale. A full-time safety officer with more than 20 years of experience in maritime trades work was appointed to review and enhance internal safety procedures and oversee the production of necessary reports to O.S.H.A. and other outside entities. A comprehensive series of training sessions on safe and effective work procedures was initiated to safety certify all trades workers and any other staff exposed to marine or industrial hazards.

Priority 3: Administration

Program Budget:

State: \$0

Federal: \$0

Other: \$477,169.00

Total: \$477,169.00

FTE (including temporary staff): 4

Program Goals: Departmental staff administer all financial functions of the agency, including budgeting, purchasing and accounts receivable and accounts payable management. They also support the agency's operations by providing Human Resources services to all departments.

The Administrative program's strategic goals are:

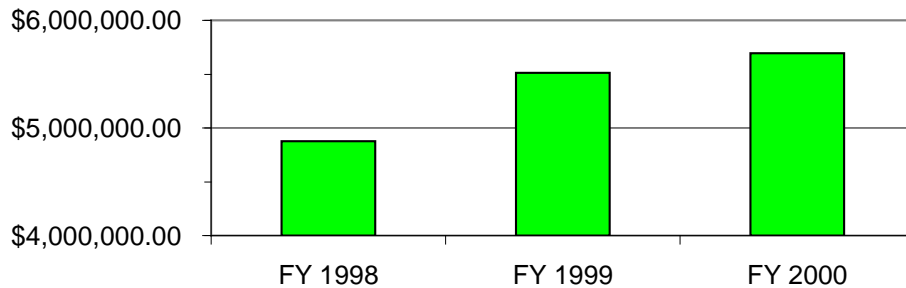
1. To establish a sound financial basis for the museum and other agency projects.
2. To improve personnel administration throughout the agency.
3. To build the technological infrastructure for museum activities in the twenty-first century.

Program Objectives:

1. To optimize income and decrease expenditures to support more effectively all aspects of museum operations and ships' maintenance.

Outcome: Total operating revenues (exclusive of landside income dedicated to the Capital Fund) increased by more than 3% to \$5,693,621.00 in FY 2000. This exceeded actual expenditures of \$5,416,919.00 by nearly 5%, producing a net operating surplus of \$276,702.00. Moreover, expenditures in 10 of 11 budget categories, including salaries, were under budget for FY 2000.

### Increase in Operating Income



2. To improve the handling of procurements for all departments.

Outcome: During FY 2000 the agency continued refining procedures to effect improved economy and adherence to state purchasing regulations. The final report of the procurement audit by Budget and Control Board initiated during FY 1999 was received in October 1999, and certified the adequacy of internal controls over procurement. Following recommendations made during this audit departmental staff drafted a revised agency procurement manual approved by the Materials Management Office in January 2000. To broaden the number of vendors available and reduce the amount of paperwork required for small purchases, the selective use of state purchasing cards for acquisition of supplies was initiated at the end of FY 2000.

3. To improve human resource management and staff morale.

Outcome: As part of the agency's transition to fixed-date evaluations, staff from the Office of Human Resources conducted extensive training of all senior and line managers in the South Carolina Employee Performance Management System (EPMS). Managers and Human Resources personnel reviewed more than 75% of existing position descriptions and, where required, updated these to reflect current requirements and responsibilities. Human Resources personnel focused particularly on written planning documents with measurable goals as a mechanism for enhancing the predictability and comprehensibility of performance reviews, thus improving general staff morale.

Priority 4: Youth Education

Program Budget:

State \$0

Federal \$0

Other \$620,848.00

Total \$620,848.00

FTE (including temporary staff): 11

Program Goal: Youth Education is responsible for the edification of our visiting youth on the naval and maritime heritage of the United States. Staff accomplish these goals through curriculum research and development, education programs, correspondence with campers, JROTC units and teachers, registration and scheduling of visiting youth groups and promoting youth education programs at conventions, meetings and on the Patriots Point World Wide Web site:  
<http://www.state.sc.us/patpt>.

The department's strategic goals are:

1. To improve the curriculum for youth education programs.
2. To increase the number of youth attending camping, History and Leadership seminars and Youth Leadership conference programs.

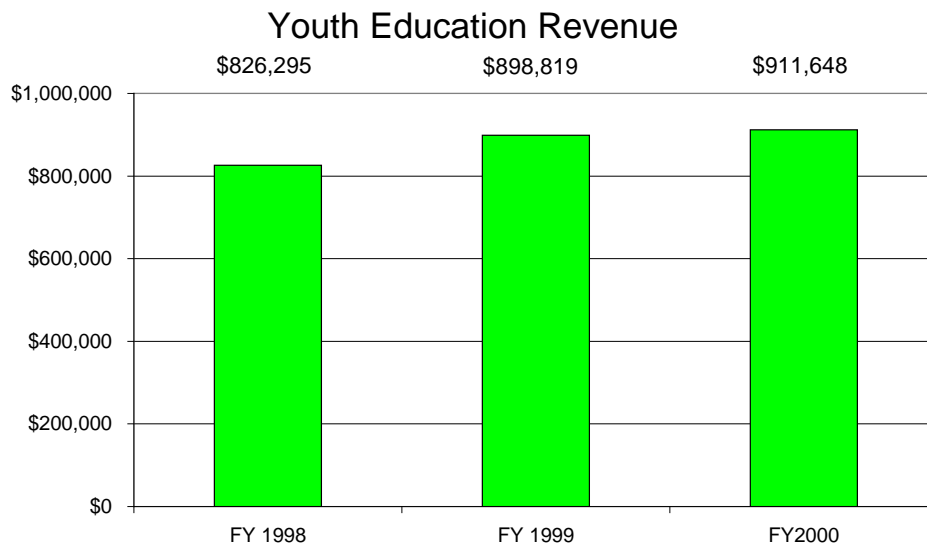
Program Objectives:

1. To improve curriculum for elementary through high school classes on aviation/heritage/patriotic subjects.

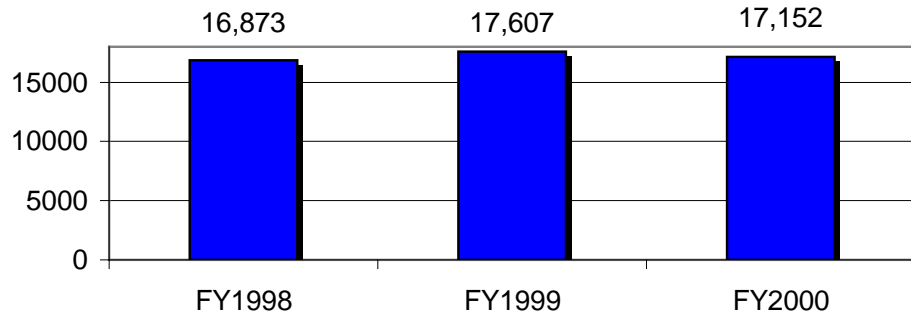
Outcome: In FY 2000, the three new programs from FY 1999 were evaluated using critiques and comments of last year's students and teachers. Changes in curriculum for all three programs were implemented based on this feedback and internal analysis. The Youth Leadership Conference received a certificate of recognition from the Military Order of the World Wars and is listed on the National Association of Secondary Principals Approved Activity List.

2. To increase the use of Patriots Point education programs.

Outcome: The youth camping program had 17,152 campers sleeping aboard USS YORKTOWN during FY 2000, down slightly from the all-time record of 17,607 in FY 1999 due to three inclement weather weekends (2 hurricanes and one snow storm). Monthly attendance records were set in two months: October and December. 318 students attended history and JROTC seminar programs, up from our 110 of last year. Our second Youth Leadership Conference was held in June, 2000, with 70 students and 5 chaperones attending. Overall revenue from the Education Department increased to \$911,648.



### USS Yorktown Campers





## Priority 5: Public Safety and Guest Relations

### Program Budget:

State \$0

Federal \$0

Other \$523,050.00

Total \$523,050.00

FTE (including temporary staff): 27

Program Goals: The Public Safety and Guest Relations Department provides protection for the physical plant, collections and all other resources of the museum and ensures the safety, security and well-being of the public and employees while on museum premises. Department staff not only perform essential security and public information functions, but also collect admission tickets, administer first aid, control parking and traffic control, provide and maintain a fire watch program and man the agency switchboard during peak business hours.

The department's strategic goals are:

1. To enhance the physical safety and security of Patriots Point staff and visitors.
2. To improve theft deterrence for the defense of the museum's collections.
3. To reduce staff turnover and raise the level of professionalism in the department's staff.

### Program Objectives:

1. To maintain 24-hour security on the Patriots Point property, thus minimizing the occurrence of criminal incidents involving persons or property.

Outcome: Public Safety division maintained security on three shifts daily for 365 days using security checkpoints, roving patrols and stationary guards. One incident of criminal activity was reported to the National Crime Information Center during FY 2000.

2. To protect state property and museum staff and visitors by responding to alarms, accidents, property losses and incidents of theft, vandalism and disruptive or criminal behavior.

Outcome: Staff responded appropriately to all alarms and reported incidents of theft, vandalism or disruptive behavior. Staff rendered first aid 47 times in FY 2000, a decrease of 38 incidents from FY 1999. This increase is largely attributable to proactive safety measures on the part of Public Safety.

3. To enhance the level of training and professionalism within the Public Safety staff and to instill in them the value of customer service and customer relations.

Outcome: All Public Safety staff members have participated in an intensive in-house training program so all staff members will be trained to the same standard of proficiency. Public Safety personnel have also been trained in CPR and First Aid. The Public Safety Department recently purchased an AED (automatic defibrillator). Public Safety staff have also been trained and certified in the use of this device.

4. To increase theft and vandalism deterrence in the Gift Shop.

Outcome: Public Safety personnel worked with the security company providing alarm service to the museum gift shop to enhance the entire alarm system to improve reliability and response time.

Priority 6: Volunteers

Program Budget:

State \$0

Federal \$0

Other \$52,698.00

Total \$52,698.00

FTE (including temporary staff): 1

Program Goals: The Volunteer Department provides assistance to the mission of the museum by maintaining a volunteer docent program of tour guides and speakers for youth and veterans groups. Volunteers also augment the slim resources of the museum by staffing the information booth, driving the people movers and assisting at special events.

The department's strategic goals are:

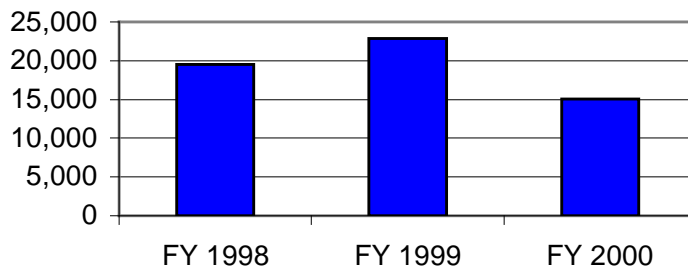
1. To enhance the Patriots Point experience for group and individuals by providing interesting and educational tours of the museum ships.
2. To assist visitors to the museum by providing information on the museum ships and their associated exhibits at the main information booth and additional locations throughout the museum.
3. To reach out to local schools and non-profit organizations by providing speakers for assemblies and other special events.

Program Objectives:

1. To provide guided tours of the museum ships.

Outcome: Volunteer staff conducted tours for 15,096 youth, reunion group and general visitors during FY 2000. Volunteer guides donated 1,817 hours to the museum during the year. As many docents at Patriots Point are U. S. Navy veterans who have seen combat in World War II or Korea, they provide a unique first-person perspective to the tours of the museum ships at Patriots Point.

**Visitors on Volunteer-Led Tours**



2. To enhance the museum experience by serving as first contact points of information for individual and group visitors.

Outcome: Volunteers manned the main information booth aboard USS YORKTOWN for 3,755 hours during FY 2000, providing directional guidance and historical information on the museum ships, assisting in locating items of specific interest to visitors and serving as liaisons between the museum and the general public.

3. To extend the resources of the museum by providing staffing assistance, particularly in areas directly related to visitor care.

Outcome: The total volunteer time donation during FY 2000 was 7,073.25 hours, a saving of \$42439.50 over the amount that the museum would have had to expend to hire staff at a minimum rate of \$6 per hour. In addition to manning the information booth and serving as tour guides and docents, volunteers perform many other tasks that would otherwise require paid staff. For instance, volunteers devoted 809 hours of time to driving people movers to provide better access to the museum ships during peak museum hours.

4. To establish outreach programs for school and other groups in the local area.

Outcome: World War II veterans from the department have visited a number of local schools and non-profit organizations to provide unique first-person lectures on the history of World War and the museum ships and aircraft at Patriots Point. They also play leading roles in organized patriotic programs for school children and other youth groups aboard USS YORKTOWN.

## Priority 7: Exhibits

### Program Budget:

State: \$0

Federal: \$0

Other: \$461,986.00

Total: \$461,986.00

FTE (including temporary staff): 10

Program Goal: The Director of Exhibits directs thematic and long-term development of the museum and completes or approves exhibit design. Exhibits technicians produce, install and maintain exhibits and provide media and graphic arts support to other departments. Aircraft technicians preserve and maintain historic aircraft owned by or loaned to Patriots Point.

The department's strategic goals are:

1. To interpret the museum with new exhibits and reinterpretation of extant exhibits in response to current demographics.
2. To renovate existing exhibits.
3. To interpret compartments on museum ships that display original use.
4. To enhance tour routes with audio-visual components, where appropriate.
5. To protect and conserve the museum's collection of historically significant aircraft and related items, such as ordnance and flight deck equipment.
6. To display aircraft and related items in a historically accurate and educationally sound context.

Program Objectives:

1. To renovate the eight compartments and passageways of the Yorktown In Port Commanding Officers and Flag Officers quarters.

Outcome: Damage due to rainwater leaking through the flight deck immediately overhead required a complete renovation of the In Port quarters. Staterooms, galleys, offices, mess compartments, bulkheads and overheads were completely scraped, primed and painted. Artifacts and memorabilia were preserved, restored where necessary and replaced in displays. New signage was fabricated and placed. An extensive project requiring intensive labor, the project required nearly six months to complete but was reopened to the public before the summer visitation season.

2. To reinterpret the museum.

Outcome: With greater numbers of the visiting public becoming even more removed in time from World War II, the era in which most of the museum ships were built and experienced combat, interpretation of artifacts and memorabilia require a different perspective. More elementary information addressing the function of weapons and systems is required. Consequently, all museum signage is being reviewed and rewritten. Audio-visual aids are under production. This process, though already underway, will continue to be a priority for at least two years.

3. To renovate extant exhibits.

Outcome: In the past fiscal year eight major exhibits were renovated in whole or in part. Major efforts were expended for the World War II Escort Carrier Room, Battle of Midway Memorial Exhibit, the Test Pilot Hall of Honor and the Vietnam Support Base (especially walkways, sandbags, PBR boat and tower). To a lesser degree improvements and additions were made to the Dental Quarters and American Legion Room (both aboard Yorktown). Also renovated were several battle damage stations aboard both ships and 40mm gun mounts landside. The most extensive effort, however, was and is the labor-intensive work to restore the Yorktown Wardroom, Lounge and Ready Room. The Wardroom is being restored to functional status. Two new air conditioners have been installed, new carpet placed, all bulkheads and overheads prepared and painted, all fixtures renovated to commissioning status and tables rebuilt. Displays were removed and are being renovated, but at the end of the fiscal year none were complete.

4. To clean exhibits and ships on a regular schedule.

Outcome: Past scheduling and cleaning has proved insufficient, especially below decks on Yorktown and throughout Laffey, Clamagore and Ingham. Consequently, all members of the department have been tasked to assist the museum janitorial staff and the one member of the Exhibits Department whose primary responsibility is to clean exhibits. Each department member now has an assigned tour route on Yorktown or is responsible for one of the three ships afloat (Laffey, Clamagore and Ingham). An assistant or associate curator tasked just to those vessels is needed.

5. To restore or repaint at least two aircraft a year.

Outcome: The second of the museum's two "Hueys" was repainted this year and detailed along with the first. The nose of the F-14 Tomcat was repainted and renovation continued on the interiors of several flight deck aircraft.

6. To provide specialized assistance to other departments.

Outcome: The Graphic Arts section again produced numerous signs and banners for other departments. Also, the section has produced signage for other state and private entities on a paid and time-available basis.

7. To assist other museums.

Outcome: During FY 2000 the museum continued assistance to the Mariners Museum and the Naval War College Museum. Additionally, the museum participated in a program with the National Museum of Naval Aviation in Pensacola, Florida.

8. To continue scholarship endeavors.

Outcome: A command study book was completed in FY 2000 and is under publisher review. A movie script was reviewed, contributions were made to two articles for the Chicago Sun Times and numerous professional inquiries for publications in progress were answered. Pictures and historical information was provided for four separate video documentaries (most for the History Channel).

## Priority 8: Information Systems and Museum Collections

### Program Budget:

State \$0

Federal \$0

Other \$179,254.00

Total \$179,254.00

FTE (including temporary staff): 2

Program Goal: This department manages all aspects of information technology for the agency, including but not limited to acquisition, programming, management and repair of agency computers and computer networks, telephones, telephone switches and services, including cellular telephones and pagers. Staff also provide and/or supervise technology training for agency personnel. The department is also responsible for collecting, preserving and documenting artifacts and archival materials relating to the naval and maritime history of the United States, the history of South Carolina and the history of the agency itself in support of the Museum's educational and preservation mission. It maintains a specialized reference library of more than 8,000 volumes for the use of staff and researchers throughout the region. Staff accomplish collection management goals through research, correspondence with donors, registration and cataloguing objects, storing and conserving collections, and providing research and reference services to staff as well as external historical and veterans' groups.

The department's strategic goals are:

1. To build and maintain the technological infrastructure required by agency activities in the 21st century.
2. To improve communications internally among Patriots Point personnel and externally with the agency's stakeholders.
3. To protect and conserve historically significant artifacts for use and display through the 21st century.
4. To improve accessibility to artifact information for staff, volunteers, researchers and the community.
5. To improve use of the Patriots Point Research Library by staff, volunteers, researchers and the community.

### Program Objectives:

1. To minimize the impact of Year 2000 and other date-related events on mission-critical information and communications systems.

Outcome: The agency experienced no downtime in either computer or communications systems on 1 January, 2000, or any of the other critical dates in FY 2000.

2. To improve internet access for staff and volunteers, facilitating on-line research and communications with the agency's stakeholders.

Outcome: The agency increased the number of staff and volunteers with internet access by more than 900% during FY 2000. At the same time the speed, efficiency and security of access was significantly improved by replacing all individual or shared modem lines with a routed T-1 connection through a secure firewall. As part of this project department staff also deployed internet content filtering and tracking software to monitor compliance with existing internet use policies and meet anticipated requirements for filtering software on public access computers stations like that in the agency's public research library.

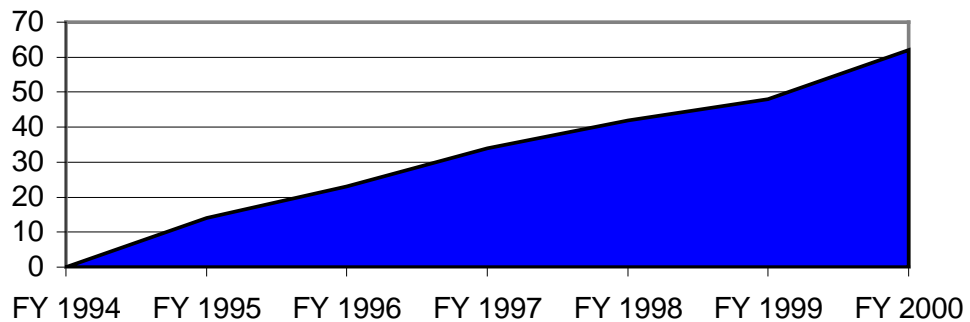
3. To provide technological assistance to other departments in reengineering internal processes for more economical and efficient operation.

Outcome: During FY 2000 department staff worked with the Director of Retail Operations to improve the reliability and accessibility of inventory and sales information and reduce training requirements by replacing outmoded hardware and software in the museum's gift shop with modern Windows-based point of sale and credit card processing systems. The new software not only offers more accounting controls and better compatibility with other agency systems, but also requires less training for line sales staff and cost less than the annual maintenance fee for the old system.

4. To expand the existing computer and telephone network infrastructure to better serve all departments.

Outcome: During FY 2000 the department deployed additional computers to most workgroups in the engineering department and to the museum Gift Shop, substantially completing a five-year project to computerize all departments at the agency. To enhance the safety and security of staff and visitors, the agency expanded telephone service to USS Laffey and a secondary Public Safety checkpoint adjacent to the Patriots Point Marina and College of Charleston boathouse.

### Network Capable Computers Available at Patriots Point



5. To improve staff training and use of computer and communications equipment.

Outcome: More than two dozen permanent staff members were sent to off-site computer training courses on Microsoft Windows and Microsoft Office during FY 2000. Department staff also provided hands-on, one-on-one training in the use of search engines and internet tools to each staff member as part of the installation procedure for internet access in each department.

6. To continue the “shelf audit” of items on exhibit or in storage.

Outcome: During much of FY 2000 staff shortages and the need to assist Exhibits staff in relocating historic artifacts on an emergency basis due to flight deck and other repairs adversely impacted the progress of the shelf audit. Nonetheless, staff reaccessed and photographed more than 1,500 items and completed condition evaluations and photography of hundreds of other items temporarily removed from exhibit during FY 2000.

7. To respond promptly and completely to internal and external requests for research assistance from other institutions, governmental entities and the general public.

Outcome: During FY 2000 departmental staff responded to more than 2000 requests for information on information technology, on naval, maritime and agency history and on the content and provenance of artifacts in the museums collections. All required reports were filed on or before deadline and more than 75% of general requests for information were answered fully within 48 hours of their receipt.

Priority 9: Marketing

Program Budget:

State \$0

Federal \$0

Other \$413,781.00

Total \$413,781.00

FTE: 2

Program Goal: The Marketing program exists to increase positive awareness of and interest in all that Patriots Point has to offer. These include recreation, patriotism, and educational programs offered at the Patriots Point Naval & Maritime Museum through publicity, advertising and marketing.

The department's strategic goals are:

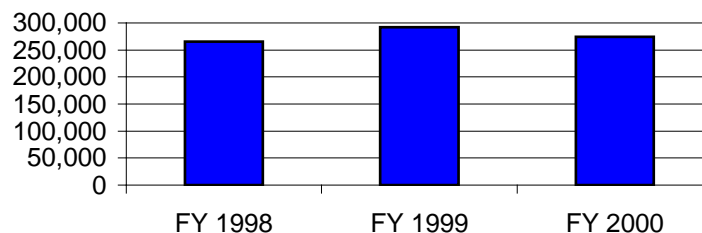
1. To inform the local and national audience about the programs and facilities available at Patriots Point.
2. To increase visitation to the Patriots Point Naval & Maritime Museum.
3. To provide liaison and public relations support to both the Patriots Point Development Authority Board and the museum's departments.

Program Objectives:

1. To increase paid visitation and break at least four monthly attendance records for Patriots Point.

Outcome: During FY 2000 total paid attendance was 274,025, a decrease of 6.2% from FY 1999 directly related to the closure of the museum due to hurricanes on two peak weekends of tourist season. Nonetheless, the museum achieved new monthly records for overall attendance in February, April, June and July

**Paid Visitation at Patriots Point Naval & Maritime Museum**



2. To provide information about Patriots Point and its upcoming events and exhibits.

Outcome: In FY 2000 the "To The Point" newsletter released three editions with a circulation of 5,000. Over 300,000 general brochures were distributed in various locations, such as trade shows, hotel lobbies, visitor centers, and the Charleston Visitors Bureau. Eleven news releases on various activities at Patriots Point were distributed to local and statewide media with eight of those appearing in print media.

3. To generate awareness of the Naval & Maritime Museum and its related programs/activities through positive media coverage of Patriots Point.

Outcome: Articles received from the Charleston Visitors Bureau and agency clipping files indicate that Patriots Point appeared in news related articles over 40 times. Publications in California, New York, Virginia, Florida, Georgia, North Carolina and Japan have made mention of the Patriots Point Naval & Maritime Museum. Regional editions of Group Tour Magazine, Endless Vacation, Family Fun and Southern Living have included Patriots Point as a "Must Place To See" when visiting South Carolina and the Charleston Area.



4. To generate community involvement and awareness of Patriots Point in annual events by fostering major family-oriented and patriotic events.

Outcome: Patriots Point hosted its fourth annual July 4th Family Affair celebration early in FY 2000. Approximately 8,000 were in attendance. The museum also hosted patriotic tributes on Veterans Day and Memorial Day for over 2,500 Charleston County schoolchildren.

5. To reevaluate advertising placement to change marketing mix to reach a larger target market.

Outcome: Patriots Point participated in several local and regional surveys during FY 2000. This allows Marketing staff to determine correct demographic markets for the area. It is also a way to track who our visitor is and what they may want in services.

6. To increase visitation by establishing relationships with the coach industry and the local area hotels.

Outcome: In FY 2000 Patriots Point attended Travel South USA and acquired a committee seat on the Southeastern Regional Tour Bus Association. Patriots Point also made presentations at one tour bus seminar, which allowed staff to better understand and establish visibility for the museum in that industry. The museum continues to establish a Patriots Point identity at local hotels through personal contact. The museum distributed brochures to all local hotels/motels to reinforce these initiatives. These brochures will be replaced quarterly through FY 2001.

7. To actively represent Patriots Point by serving on other tourist-related boards, committees and/or associations, thereby creating awareness of Patriots Point and its mission, while gathering information that might affect the successful operation of the museum.

Outcome: The Director of Marketing served as a member of Public Relations Society of America, Southeastern Tour Bus Association, the Mt. Pleasant Accommodations Tax Advisory Committee, the Military Affairs Committee of the Chamber of Commerce, Mt. Pleasant's Business and Professional Association, the Hotel/Motel Association, the Travel Council, The Charleston Visitors Bureau Marketing Task Force Board of Directors, and Rotary International.

Priority 10: Retail Operations

Program Budget: State \$ 0  
Federal \$0  
Other \$1,230,728.00  
Total \$1,230,728.00

FTE (including temporary staff): 15

Program Goal: The museum gift shop, The Ship’s Store, extends the museum’s educational mission by profitably selling merchandise relating to the museum’s naval and maritime exhibits as well as the culture and heritage of South Carolina.

The department’s strategic goals are:

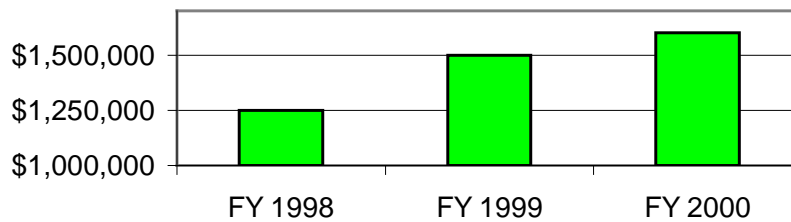
1. To improve the flow of operating revenue to support the museum’s mission.
2. To extend the Patriots Point experience for visitors by providing appropriate mementos and educational materials.

Program Objectives:

1. To increase gross sales by at least 5% during FY 2000.

Outcome: Despite the reduction in overall visitation, Retail Operations achieved gross sales of \$1,600,920 in FY 2000, surpassing the previous record of FY 1999 by more than 6%.

**Retail Operations Gross Revenues  
(Inclusive of Sales Tax)**



2. To increase net retail profits by at least 25% during FY 2000.

Outcome: Retail Operations increased net profit on retail sales to \$410,144 in FY 2000, an improvement of nearly 32% over the net retail sales profit for FY 1999. Both the net profit amount and the percentage of improvement set new records for Patriots Point.

**Net Profit on Retail Operations**

