

Accountability Report Transmittal Form

Agency Name: Patriots Point Development Authority

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SECTION I — EXECUTIVE SUMMARY

1. MISSION AND VALUES

Patriots Point’s legislatively mandated mission emphasizes several bold aspirations:

1. Fostering patriotism and pride in the American nation and its military legacy in our local, regional and national communities;
2. Establishing Patriots Point as an attractive destination for national and international travel, thereby stimulating the economy of South Carolina in general and the Lowcountry in particular;
3. Creating a unique environment for historical and maritime studies by preserving our country’s material heritage through creation of a national ship museum and such other museums and exhibits as may lead future generations to a better understanding of the service and sacrifice of their forebears;
4. Providing a focus for local and regional community life through opportunities for recreation, education, entertainment and public assemblies.

To meet the demands of this ambitious mission, management has identified as core values:

- **Fiscal Responsibility.** Supporting all other values and strategic goals through sound fiscal policies.
- **Preservation and Conservation.** Preserving our heritage by careful stewardship of the assets of the Patriots Point Naval & Maritime Museum and sound management of the lands under the Authority’s care.
- **Education.** Promoting life-long learning in all sectors of the population, fostering a deeper understanding of critical historical, scientific and environmental issues as well as military heritage of South Carolina and the United States as a whole.
- **Professionalism.** Sustaining the highest level of professionalism and ethical behavior in all areas of the Authority’s mission.

2. MAJOR ACHIEVEMENTS OF FY 2009:

- Intensive response to the critical deterioration of USS LAFFEY, including loan funding for repairs from the South Carolina Budget and Control Board.
- Emergency repairs to the hull of USCGC INGHAM.
- Completion of fund-raising (\$300,000) for the Marine Education Center aboard USS YORKTOWN.
- Continuation of USS YORKTOWN fire alarm installation.
- Vendor selection for major master planning and pier repair projects.
- Expanded use of volunteers to support “back office” functions throughout the agency.
- Improved recruitment of volunteers through an alliance with the Retired Senior Volunteer Program (RSVP).
- Revival of a fifth grade education program for all Title I schools in the Charleston County School District.
- Expansion and reorganization of marketing to bring education functions such as youth camping, day visits and history and science classes under the marketing umbrella.
- Re-established strong relationship with Charleston Convention & Visitors Bureau.
- Implemented visitor profile research program in cooperation with College of Charleston.
- Consolidation of exhibits and collections functions into a single department to improve response to changing marketing needs.
- Enhanced IT security and performance, including in-house hosting of internet mail, revamped fiber backbones and secured wireless network capability.
- Restoration of one helicopter and renovation of four shipboard exhibits.
- Professional leadership in the museum community as host of the international Historic Naval Ships Association Conference.

3. KEY STRATEGIC GOALS

- Preservation of the historic naval ships and other museum assets.
- Expansion of income from tourism, marketing and business development through new programs and more aggressive marketing of existing programs.
- Creation of a comprehensive master plan for Patriots Point.

- Installation of updated fire and smoke alarm systems throughout USS YORKTOWN.
- Increased community engagement with the museum and other activities at Patriots Point.
- Renovation of exhibits to meet the needs of a new generation of museum visitors.
- Improved measurement of the social, economic and educational impact of Patriots Point.

4. KEY STRATEGIC CHALLENGES

- Sustaining consistent income for operations and capital projects in an adverse economic climate.
- Preserving the integrity of aging museum ships whose useful life has already extended more than twice the period anticipated at the time they were commissioned.
- Maintaining essential infrastructure elements such as pier and landside structures while upgrading safety and support systems such as fire alarms.
- Retaining strategic momentum and planning continuity through rapid changes in senior personnel, culminating in the sudden departure of the Executive Director and portions of his support staff.
- Establishing appropriate endowments for long-term maintenance of the museum ships and support of museum educational programs.
- Updating exhibits, educational programs and museum services for a new generation without alienating long-term museum supporters from an older generation.
- Enhancing the effectiveness and profitability of existing educational programs while expanding educational offerings for the adult learner.
- Replacing the vanishing pool of World War II, Korea and Vietnam War veterans who have formed the core of the volunteer program at Patriots Point since its foundation.
- Retaining key employees with highly marketable skills within the restrictions of constrained budgets and state personnel regulations.

5. USE OF ACCOUNTABILITY REPORT

Unfortunately, management has found the Accountability Report as currently constituted has added little to the process of improving organizational performance. Most of the financial and attendance metrics were being collected and used by staff for long-term and short-term planning and operational control long before the Malcolm Baldrige National Quality Award criteria became a part of the Accountability Report. Management has found many of the additional criteria and metrics to be either counterintuitive or irrelevant to the day-to-day management of a non-industrial non-profit operation.

SECTION II — ORGANIZATIONAL PROFILE

1. PRIMARY PRODUCTS AND SERVICES

- The Patriots Point Naval & Maritime Museum with four historic museum ships (USS YORKTOWN CV-10, USS CLAMAGORE SS-343, USS LAFFEY DD-724, USCGC INGHAM WHEC-35) and a replica Vietnam-era Advanced Tactical Support Base.
- Youth camping programs through which organized groups stay in berthing areas aboard USS YORKTOWN, experience varied educational programs and visit institutional partners in the Charleston area such as Fort Sumter or the South Carolina Aquarium.
- Museum field trips and educational outreach programs offered to local and regional schools and other educational partners.
- Lease functions at museum venues for veterans' organizations, educational groups, other non-profits and private entities.

2. KEY CUSTOMERS/SEGMENTS

- Individual and group visitors to the Patriots Point Naval & Maritime Museum.
- Local and regional schools and school districts.
- Participants in organized youth camping and educational programs.
- National and regional veterans' groups, reenactment organizations and military units and attendees at lease function events held Patriots Point.
- Visitors to the National Park Service site at Fort Sumter who utilize parking, gift shop and other convenience facilities provided by the Museum.
- Local citizens and tourists from the United States and abroad who utilize the public golf facilities of the Patriots Point Links, the Charleston Harbor Resort Hotel, the Patriots Point Marina and the athletic and recreational facilities of the College of Charleston and Town of Mount Pleasant at Patriots Point.

3. KEY STAKEHOLDERS

- The people of the State of South Carolina.
- Individual and organizational donors who have supported the museum financially and with gifts in kind, including the U.S. Navy and other military entities that have provided the museum ships and hundreds of historical artifacts to Patriots Point.

- An active group of volunteers who provide thousands of man-hours of time to museum programs.
- The Town of Mount Pleasant which derives secondary tourism income from visitation to the property.
- Conservation and environmental groups supporting the Authority's program of planned development to preserve green space at Patriots Point.

4. KEY SUPPLIERS AND PARTNERS

- The Congressional Medal of Honor Society whose national museum is co-sited aboard USS YORKTOWN at Patriots Point.
- The Town of Mount Pleasant that co-sponsors annual Fourth of July fireworks and other events at Patriots Point and maintains major athletic facilities on the property.
- The College of Charleston which maintains baseball, soccer, tennis and sailing facilities at Patriots Point under a long-term lease with the Authority and provides survey services and technical advice through its Department of Hospitality and Tourism Management.
- Several master lease holders for the resort facilities, including the Patriots Point Links and the Charleston Harbor Resort and Marina.
- Service franchisees for catering and other support operations at the Patriots Point Naval & Maritime Museum.
- Fort Sumter Tours – Spiritline Cruises operating boat tours and dinner cruises of Charleston Harbor in addition to transporting visitors to historic Fort Sumter.
- The Retired Senior Volunteer Program (RSVP) assisting in recruitment and recognition of volunteers.
- Charleston Area Convention & Visitors Bureau, the organization responsible for marketing local community as a vacation, convention, and tour destination.

5. OPERATING LOCATIONS

Patriots Point has a single operating location in Mount Pleasant immediately adjacent to Charleston Harbor. The museum has exhibits aboard the four museum ships and in a replica Vietnam Advance Tactical Support Base landside. Retail operations are housed in a landside pavilion hosting ticket sales for the museum and Fort Sumter Tours, a large gift shop, a snack bar and other customer convenience services. Museum offices are located aboard the aircraft carrier USS YORKTOWN, as well as in the gift shop pavilion and in a temporary structure landside. The remainder of the Authority's property is leased to tenants selected for their ability to carry out specific elements of the of the Authority's mission as mandated in the enabling legislation. (See Key Suppliers and Partners above.)

6. EMPLOYEES

The Patriots Point workforce includes 69 classified employees employed on a full-time permanent basis. Management adds up to 30 temporary/part-time employees as needs arise, particularly during the summer tourism season. (Most temporary employees are seasonal workers fulfilling direct customer service roles in the museum and gift shop at peak periods.) In addition, an active volunteer program at the Patriots Point Naval & Maritime Museum provides hundreds of unpaid man-hours each month.

7. REGULATORY ENVIRONMENT

The primary regulatory requirements for Patriots Point relate to safety and security. Given the nature of the museum ships, there are extensive OSHA requirements for safety training and accident prevention as well as marine requirements imposed by the Coast Guard and the Department of Natural Resources for protection of the fragile coastal environment around Patriots Point. In addition, Patriots Point works closely with the Town of Mount Pleasant Fire Department and the State Fire Marshal to set and meet appropriate safety standards for the on-ship camping programs and public events held on museum property.

8. PERFORMANCE IMPROVEMENT SYSTEM

Patriots Point uses a variant of the standard state EPMS program with a fixed annual evaluation date in January of each year.

9. ORGANIZATIONAL STRUCTURE

- Patriots Point's original enabling legislation and subsequent statutes vested overall governance in a Board that meets regularly to approve revisions to development plans and contracts, long-term leases, amendments to the strategic plan and other issues with budgetary implications. Three members of the Board, including its chair, are selected by the governor, one by joint recommendation of the Chair of the House Ways and Means Committee and the Speaker of the House and one by joint recommendation of the Chair of the Senate Finance Committee and the President Pro Tempore of the Senate. The mayor of the Town of Mount Pleasant is also an *ex officio* member of the Board.
- The Executive Director, reporting to the Board and working closely with its chair, is responsible for both long-term planning and day-to-day management for all activities at Patriots Point, including the museum and landside development.
- Each functional division has a department head who reports directly to the Executive Director. Organizational structures within each department vary according to the scope and complexity of their function.
- In cases where functional responsibilities involve more than one division, the Executive Director may establish specialized planning committees of qualified staff from different departments to participate on an advisory basis in strategic and tactical planning. Such committees do not normally replace the normal "chain of command" for daily operations.

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 07-08 Actual Expenditures		FY 08-09 Actual Expenditures		FY 09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$2,674,810	\$0	\$3,108,473	\$0	\$3,394,637	\$0
Other Operating	\$3,746,340	\$0	\$3,983,844	\$0	\$3,950,000	\$0
Special Items	\$0	\$0	\$0	\$0	\$0	\$0
Permanent Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Case Services	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$821,623	\$0	\$943,450	\$0	\$1,000,000	\$0
Non-recurring	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$7,242,773	\$0	\$8,035,767	\$0	\$8,344,637	\$0

Other Expenditures

Sources of Funds	FY 07-08 Actual Expenditures	FY 08-09 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

10. MAJOR PROGRAM AREAS

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures	Key Cross References for Financial Results*
1312 Operations /Maintenance	Address maintenance & repair needs of all Museum facilities, buildings & grounds. Included is the maintenance and preservation of ships, exhibits & piers/mooring facilities.	State: \$0 Federal: \$0 Other: \$2,643,612 Total: \$2,643,612 % of Total Budget: 36.5%	State: \$0 Federal: \$0 Other: \$2,750,503 Total: \$2,750,503 % of Total Budget: 36.68%	7.3.1; 7.3.5 7.3.7; 7.3.8 7.3.9; 7.3.10
1313 Retail Operations	Manages the day-to-day operation of the retail gift shop and admission /ticket sales for the Museum.	State: \$0 Federal: \$0 Other: \$1,448,555 Total: \$1,448,555 % of Total Budget: 20%	State: \$0 Federal: \$0 Other: \$1,391,705 Total: \$1,391,705 % of Total Budget: 18.56%	7.3.1; 7.3.4 7.3.9
1314 Education/ Overnight Camping	Operates an overnight camping program aboard USS YORKTOWN for schools, youth groups and scouts.	State: \$0 Federal: \$0 Other: \$1,086,416 Total: \$1,086,416 % of Total Budget: 15.12%	State: \$0 Federal: \$0 Other: \$1,030,376 Total: \$1,030,376 % of Total Budget: 13.74%	7.3.1; 7.3.3 7.3.9
1317 Administration	Provides leadership, policy development / review, financial services, facilities management, information services, communication/marketing and other related services.	State: \$0 Federal: \$0 Other: \$1,086,415 Total: \$1,086,415 % of Total Budget: 15%	State: \$0 Federal: \$0 Other: \$1,091,649 Total: \$1,091,649 % of Total Budget: 14.56%	7.3.1; 7.3.2 7.3.3; 7.3.4 7.3.5; 7.3.6; 7.3.7; 7.3.8 7.3.9; 7.3.10
1316 Visitor Services	Manages admissions, guest relations, public safety and all other aspects of the customer experience other than those specifically noted above.	State: \$0 Federal: \$0 Other: \$869,133 Total: \$869,133 % of Total Budget: 12%	State: \$0 Federal: \$0 Other: \$1,167,234 Total: \$1,167,234 % of Total Budget: 15.57%	7.3.1; 7.3.2 7.3.9

Below: List any programs not included above and show the remainder of expenditures by source of funds.

1315 - Collections Management (This activity is responsible for management of all aspects of objects, books and archives, including documentation, inventory, photography, housing transport, conservation and preservation of all materials whether on display or in storage.)

Remainder of Expenditures:	State: \$0 Federal: \$0 Other: \$108,642 Total: \$108,642 % of Total Budget: 1.5%	State: \$0 Federal: \$0 Other: \$66,833 Total: \$66,833 % of Total Budget: 0.89%
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SECTION III — BALDRIDGE AWARD CRITERIA

CATEGORY 1 — SENIOR LEADERSHIP, GOVERNANCE, AND SOCIAL RESPONSIBILITY

1. How do senior leaders set, deploy, and ensure two-way communication for: a) short and long term direction and organizational priorities, b) performance expectations, c) organizational values, and d) ethical behavior?

The Board, the Executive Director and members of senior management set general direction and priorities and authorize implementation initiatives for the Authority. Each senior manager then communicates goals, priorities and approved plans to middle managers and team leaders in his department. These line managers in turn relay all relevant aspects of the action plan to affected members of their workforce.

Occasionally, the Executive Director or a member of senior management may also brief the workforce as a whole on immediate or long-range goals and priorities or organizational values at an “All Hands” meeting. Historically, however, the primary mechanism for conveying organizational values, performance goals and ethical expectations for teams and individuals has been the one-on-one session between a manager and a member of his workforce. Managers at all levels frequently employ for this purpose informal techniques used for building team cohesiveness and shared responsibility within the military, an approach which has been particularly effective in departments such as Operations where a high proportion of the workforce is comprised of retired military personnel.

2. How do senior leaders establish and promote a focus on customers and other stakeholders?

Daily managers from the Executive Director on down use leadership by example to stress that the primary task of everyone at Patriots Point, no matter what their formal job description, is to “delight the customer”. When someone sees the Executive Director directing a visitor to a museum exhibit or the Director of Operations a wheelchair-bound veteran, it becomes impossible to claim that customer service “isn’t in the job description”.

3. How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?

Design of new programs or services automatically incorporates evaluation of current and potential benefits and risks to the public. For example, the Operations department routinely analyzes physical risks involved in conservation repairs to the museum ships, diverting tour routes around structural work and scheduling potentially hazardous operations such as welding for times when the museum is closed. Similarly, teams revising museum exhibits assess their accessibility for handicapped visitors and their relevance to various segments of museum audience (casual tourists, veterans, schoolchildren, overnight campers, foreign visitors, etc.).

In all cases, the safety of the visiting public and the greatest degree of accessibility are primary considerations. While compromises are often necessary due to fiscal restrictions or the ships’ status as National Historic Landmarks, safety and accessibility are never compromised.

4. How do senior leaders maintain fiscal, legal, and regulatory accountability?

The Board, Executive Director and Chief Financial Officer review financial data monthly, altering operational budgets as necessary to cope with variations in projected income. The Chief Financial Officer and his administrative staff also perform frequent compliance checks to ensure observance of all relevant state purchasing and personnel regulations. The Board, Legal Counsel and Executive Director continuously monitor all pending legal issues, particularly liability and contractual issues involving the Authority's customers and leaseholders, to guarantee an appropriate level of legal accountability.

Given the nature of the museum ships and the museum's location on Charleston Harbor, occupational safety and environmental issues present a major regulatory challenge for the Authority. To meet that challenge a full-time safety officer not only monitors OSHA compliance and provides staff safety training but also assists the Director of Operations in satisfying environmental requirements set by state and federal entities, such as the Department of Natural Resources, the Department of Health and Environmental Control and the U. S. Coast Guard.

5. What performance measures do senior leaders regularly review to inform them on needed actions?

The Board, the Executive Director and senior management regularly review key financial indicators, including attendance, gift shop sales, and operational and capital income and expenditures, as well as milestone completion and other metrics for progress on major projects, development contracts and planning initiatives.

The Executive Director and relevant department heads also examine departmental income, expenditures and project progress as well as metrics specific to the core competencies of each department. Such metrics typically include the percentage of available spaces sold and negative surveys received for overnight camping, the percentage of student visitors taking formal history of science classes for education, the ratio of sales to visitors ("per capita sales") for the gift shop, the number and type of media placements for marketing, employee compensation and turnover statistics for personnel, etc.

6. How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to the organizational values?

Historically senior management at Patriots Point has found converting "up the line" feedback into concrete guidance for management improvement somewhat problematical. Negative feedback in particular tends to be very general or involve issues beyond the Authority's control of management (e.g., a lack of general raises due to budgetary constraints). Moreover, many employees feel more comfortable with the "top down" leadership model they experienced during military service and resist making specific recommendations for structural modifications, particularly when they would involve senior management or the Board.

Given senior management's commitment to "leadership by example", personal actions reflecting organizational values, such as customer service, educational outreach, fiscal management, etc., are a daily reality throughout the Authority.

7. How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

Succession planning and internal promotion to the next level of management pose a serious challenge because of the relatively small size of the Authority's workforce as well as the technical requirements of many positions. While management encourages initiative and leadership in middle managers and line staff, thus qualifying them for promotion within the organization, the number of management positions that fall open is so small that many qualified organizational leaders leave the Authority for better opportunities elsewhere before an appropriate opening occurs. Similarly, the handful of senior management, professional and technical positions in the organization generally demand professional or educational qualifications not generally available in the current workforce, complicating internal promotion and frequently compelling widespread external job searches on the rare occasions when one of those positions falls open.

8. How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

Senior leadership determines priorities and implementation plans and communicates these on a departmental basis to team managers who are responsible for communicating all aspects of the initiatives to their work group.

Senior leadership sets the general direction, priorities and strategies for implementation. Each senior manager then communicates specific goals, priorities and approved plans to relevant middle managers and team leaders who relay all relevant aspects to their workforce. At each stage of this process managers stress the underlying goals, the performance expectations and the importance of the specific objective or activity to the organization as a whole. This emphasis on the relationship of the task to the Authority's mission creates a strong "buy in" on the part of the workforce and a powerful focus on optimized performance and timely achievement of objectives.

9. How do senior leaders create an environment for organizational and workforce learning?

Organizational and workforce learning is incorporated as an integral part of strategic plans and tactical projects at Patriots Point. General informational presentations are included in monthly "All Hands" meetings led by the Executive Director and members of senior management. Senior management also provides the resources for general and specific workforce training within the context of OSHA training and recertification classes. However, inevitably, the small size of most workgroups and the specialized technical nature of many skills required by staff at all levels compel a majority of workforce learning to be implemented by middle management and line managers.

10. How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

Senior leadership routinely includes motivational presentations and recognition of the achievements of individuals and teams in regular “All Hands” meetings. Managers at all levels also provide verbal and written recognition to high performing individuals in contexts where for-profit organizations would distribute bonuses and tangible rewards for achievement.

11. How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.

While serving a regional and national audience, Patriots Point devotes special attention to its relationship with the Lowcountry in general and the Town of Mount Pleasant in particular. Senior leaders prioritize activities for formal organizational support by their relevance to the mission of the Authority (e.g., the September 11 Memorial, the annual Youth Leadership Conference and Memorial Day and Veterans Day programs for Charleston County school children) and by the degree of collaboration with local and state entities (e.g., the Fourth of July Blast sponsored jointly with the Town of Mount Pleasant, Fifth Grade Field Trip programs coordinated with the Charleston County School District, port security simulations with local and regional emergency service groups).

Patriots Point also participates institutionally in the broader professional community through organizations that support its core competencies. The Authority continues affiliation with the Charleston Area Convention and Visitors Bureau, National Tour Association, American Bus Association, Student Youth Travel Association, American Association of Museums, Southeastern Museums Conference, South Carolina Federation of Museums, Charleston Archives, Libraries and Museums Council, South Carolina Information Technology Directors Association, South Carolina Public Records Association, Southeast Registrars Association and the South Carolina Archival Association. During FY 2009 Patriots Point took its longstanding leadership role in the Historic Naval Ships Association to a new level by hosting that organization’s annual international membership conference aboard USS YORKTOWN.

Within the restrictions imposed by state personnel policies senior leadership also encourages members of the workforce to contribute individually to their local communities. Employees serve on civic and governmental panels (e.g., City of North Charleston Planning Commission, Charleston County Forestry Board) and participate actively in veterans’ associations and support groups (e.g., Veterans of Foreign Wars, Patriot Guard, Yorktown Association, Wreaths Across America), benevolent and fraternal groups (e.g., Trident United Way, Junior League, Social Media Club Charleston, Zeta Tau Alpha), educational organizations (e.g., the Confederate Heritage Trust and various historical re-enactment entities) as well as local church and social groups.

CATEGORY 2 — STRATEGIC PLANNING

- 1. What is your Strategic Planning process, including key participants, and how does it address: a. your organization’s strengths, weaknesses, opportunities and threats; b. financial, regulatory, societal and other potential risks; c. shifts in technology and customer preferences; d. workforce capabilities and needs; e. organizational continuity in emergencies; f. your ability to execute the strategic plan?**

The Board, Executive Director and members of senior management participate directly in strategic planning, considering all internal and external factors affecting the Authority’s ability to meet its legislatively mandated mission. Subcommittees of the Board supported by appropriate members of the Authority’s staff acquire and summarize relevant inputs from customers, franchisees, architects, financial analysts, legal counsel, suppliers, human resource specialists and museum planners. Strategic planning teams may opt for a structured advisory or survey process, utilizing outside consultants, but often gather inputs relatively informally, particularly when an emerging issue demands a rapid response. Members of planning teams frequently discuss major initiatives with appropriate members of middle management and representatives of line workers when time and confidentiality issues allow. The same teams address implementation tactics and create action plans to confront specific risks affecting the Authority’s ability to fulfill its mission, e.g., deterioration of the museum ships, meteorological or geological disasters, economic reverses, technological obsolescence, etc.

- 2. How do your strategic objectives address the strategic challenges you identified in your Executive Summary?**

The primary goals identified in the Executive Summary drive all current strategic objectives. As these goals directly relate to strategic challenges confronting the Authority, the derivative objectives do as well. The Board and senior management evaluate all objectives for relevance to these goals and challenges as part of the initial strategic planning process and subsequent implementation reviews.

- 3. How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?**

Strategic planning teams create appropriate action plans as an inherent part of the design process. The Board as a whole participates most directly in implementation design for landside development and other initiatives affecting the Authority as a whole, e.g., master planning. Board members, either as individuals or members of subcommittees, may also participate in creating high-level implementation design, although senior management and key staff who will be directly involved in implementation usually take the lead in creating detailed action plans. Including those responsible for implementation of objectives not only increases staff “buy in”, but also ensures the technical, financial and workforce feasibility of the plan as finally adopted.

4. How do you communicate and deploy your strategic objectives, action plans and related performance measures?

Senior leadership communicates the objectives, implementation plans and performance goals for their departments to middle managers who then relay to relevant work groups all aspects of any action plan affecting their team. When objectives and/or action plans affect multiple departments or the agency as a whole, the Executive Director or a member of senior management may also brief the workforce at an interdepartmental or “All Hands” meeting.

5. How do measure progress on your action plans?

Planning teams build milestones and performance metrics into each action plan. The Executive Director, senior management and, where appropriate, members of the Board review these regularly until implementation is complete.

6. How do you evaluate and improve your strategic planning process?

The Executive Director adjusts the strategic planning process at the direction of the Board expressed during Board retreats, subcommittee working sessions and ad hoc discussions at Board meetings.

7. If the agency’s strategic plan is available to the public through the agency’s internet homepage, please provide an address for that plan on the website.

The Authority’s strategic plan is not currently available on the internet. When available, it will appear at www.patriotspoint.org.

Strategic Planning			
Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 08-09 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
Operations	Preserve Museum Ships and Improve Museum Exhibits.	Stabilize leaking hull of USS LAFFEY. Refurbish helicopter in Vietnam Support Base. Renovate four exhibits aboard USS YORKTOWN.	7.3.7 7.3.8 7.3.9 7.3.10
Operations	Modernize Museum Infrastructure.	Continue fire alarm installation on USS YORKTOWN. Commence infrastructure maintenance projects for museum pier and landside structures.	7.3.7 7.3.8 7.3.9 7.3.10

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 08-09 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
Education	Enhance Youth Education and Volunteer Programs.	<p>Increase participation in overnight camping programs.</p> <p>Revive Charleston County Fifth Grade Education program.</p> <p>Complete design and fund-raising for Marine Education Center.</p> <p>Improve recruitment and use of volunteers.</p>	<p>7.1.3</p> <p>7.1.4</p> <p>7.1.5</p> <p>7.2.1</p> <p>7.3.3</p> <p>7.3.6</p>
Administration /Retail Operations	Ensure Fiscal Stability of the Museum and Associated Activities.	<p>Maintain overall positive operational cash flow.</p> <p>Increase revenue from lease holdings for capital projects.</p> <p>Enhance information systems infrastructure to optimize security and continuity of all business operations.</p>	<p>7.1.1</p> <p>7.1.2;</p> <p>7.1.3</p> <p>7.1.4</p> <p>7.3.1</p> <p>7.3.2</p> <p>7.3.3</p> <p>7.3.4</p> <p>7.3.5</p> <p>7.3.6</p> <p>7.3.7</p> <p>7.3.8</p> <p>7.3.9</p> <p>7.3.10</p>
Executive	Optimize Workforce Utilization.	<p>Integrate marketing and education functions for more effective response to customer needs.</p> <p>Consolidate exhibits and collections departments to streamline exhibit design and production.</p>	7.3.9

CATEGORY 3 — CUSTOMER FOCUS

1. How do you determine who your customers are and what their key requirements are?

The statutory mission of Patriots Point clearly defines its key customers. As part of the annual strategic planning and budget process, however, the Board, Executive Director and members of senior management reexamine each relationship, using fiscal indicators, demographic analysis and customer surveys to identify any modifications or additions to the defined customer base and its requirements demanded by altered circumstances.

2. How do you keep your listening and learning methods current with changing customer/business needs and expectations?

Members of marketing, administration, collections management and other departments employ web-based user groups, internet training facilities and periodic workshops and conferences not only to hone professional skills in their own fields, but also to network with other professionals and become familiar with the most up-to-date techniques for generating and quantifying customer satisfaction. This continuous learning process facilitates frequent revision of customer satisfaction surveys and other metrics to that the Authority's interactions with its customers are based on a current and accurate assessment of their needs and expectations.

3. What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

Most customers interact with Patriots Point during a physical visit to the Naval & Maritime Museum. Less common but still frequent mechanisms for interaction include web access at www.patriotspoint.org or a telephone call to one or more departments at Patriots Point. All three modes of interaction allow customers to purchase tickets to the museum, make overnight camping reservations, obtain information on educational programs and events at Patriots Point, buy items from the gift shop, engage in historical research or contact individuals or departments at the Authority to conduct other business or make a complaint. The Authority endeavors to simplify remote access by providing toll-free numbers for ticket purchases, event scheduling and youth overnight camping, voice mailboxes for all departments and individuals responsible for customer contact and published email addresses for all key departments available through hot links on the Patriots Point web site.

4. How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?

5. How do you use information from customers/stakeholders to keep services and programs relevant and provide for continuous improvement?

Patriots Point integrates measurement of customer/stakeholder satisfaction and enhancement of services and programs so tightly that it is impossible to separate these questions.

The Authority expects all departments to use all available mechanisms for collecting customer/stakeholder feedback and then to formulate plans for improvement based on that feedback. The exact tactics used to gather information and the frequency of program adjustment may vary from department to department, but the underlying process remains the same.

For instance, overnight camping groups complete a comprehensive survey to measure how educational programs and materials, accommodations, catering and other facilities fulfilled their expectations and to solicit specific suggestions for enhancing the camping. Members of the camping and lease function staff immediately circulate all negative comments to relevant departments with a firm deadline for addressing any observed issues and meet frequently to examine the feasibility of suggestions and review survey trends.

Similarly, casual visitors to the museum periodically respond to “exit surveys” generated internally by marketing staff or in conjunction with the Department of Hospitality and Tourism Management at the College of Charleston and, less frequently, as part of larger surveys by the Charleston Convention and Visitors Bureau. Responses indicate a visitor’s general level of satisfaction with the museum, what caused the visitor to come to Patriots Point, what aspects of the museum experience were most and least enjoyable, etc. The Authority uses this feedback not only to adjust marketing for the museum and other attractions at Patriots Point but also to revise existing exhibits and programs and create new ones.

Guest relations personnel, volunteers and others in direct contact with the public also provide a daily gauge of satisfaction with all aspects of the visitor experience, including tours, exhibits, informational materials, handicapped access and general facilities, channeling strongly positive or negative feedback to the appropriate department and/or the Executive Director for appropriate action.

Patriots Point also tracks the perception of Patriots Point and its various operations in the local and regional community by maintaining “clipping books” of local, state and national media, letters to the editor and general mailings and correspondence. Used with care, such feedback from public media in the past has proved invaluable to the Board, Executive Director and senior management during the strategic and tactical planning process.

6. How do you build positive relationships with customers and stakeholders to meet and exceed their expectations? Indicate any key distinctions between different customer and stakeholder groups.

Patriots Point often has only a single brief opportunity to connect positively with a customer during a museum visit, telephone call, email or web search. This compels every member of the workforce to make it a prime obligation to “delight the customer” immediately with a friendly greeting, useful information, practical assistance and effective resolution of any issues the visitor may have.

This approach builds constructive relationships no matter how the customer actually visits Patriots Point so that the only distinctions between types of visitor are logistical deriving from the differences in delivery mechanisms for response between computer interaction and the more personal contact of a telephone call or visit to the museum.

CATEGORY 4 — MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

1. How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

As part of the strategic planning process the Board, Executive Director, Chief Financial Officer and other members of senior management select appropriate “dashboard” metrics, assessors and inspection intervals based on the priority assigned to each program, process and objective. Design teams determine the priority of a particular activity by calculating its relevance to the Authority’s central mission and goals, its correlation with externally mandated obligations and internally established fiscal or personnel constraints, its relationship to other activities as a prerequisite or successor and its short-term and long-term feasibility.

2. How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making throughout your organization?

The Executive Director and Chief Financial Officer adjust operational expectations and program expenditures throughout the fiscal year based on a wide variety of financial metrics, such as budget versus actual museum and camping attendance and income, gift shop sales, franchise income, capital and operational expenses and appreciation of assets. The Board and senior management also consider budget versus actual capital expenditures and leading indicators for dedicated lease income sources dedicated in determining the feasibility of initiation or expansion of capital projects. Senior management additionally employ automated “alarm buttons” based on survey results and other key indicators to catch potential problems requiring program modification before they reach a critical stage.

3. What are your key measures, how do you review them, and how do you keep them current with organizational service needs and direction?

Key metrics for development, marketing, preservation and visitation programs include diachronic comparisons of monthly and annual attendance, operational and capital income and expenditures and gross and net income from retail operations, as well as budget versus actual income and expenditure for each program and/or functional department. Key “alarm light” metrics on the strategic “dashboard” include analysis of customer satisfaction surveys and feedback derived from the Authority’s web site, local media and correspondence addressed to staff, employee absenteeism and/or attrition and other frequently less quantifiable inputs.

The Chief Financial Officer provides a monthly compilation of financial reports and operational statistics with financial implications (e.g., attendance) for each monthly Board meeting, with interim reports as required by Board subcommittees or senior staff. Designated members of the workforce immediately circulate to relevant staff any “alarm” indicator such as a negative customer satisfaction survey.

The Executive Director and/or Chief Financial Officer review key metrics quarterly and more intensively during the budget planning process to ensure they remain fully relevant to the Authority’s strategic plans and operational initiatives.

4. How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

Senior management generally believes the most realistic decisions derive from diachronic comparisons, such as year-to-year measurement of attendance figures or income and expenditure or from gauges of performance against pre-determined criteria such as budget versus actual computations. Management also finds extremely effective for early problem detection such peripheral “alarm button” metrics as negative customer satisfaction surveys, increased employee turnover or absenteeism, decreased resources devoted to program-related activities as opposed to administration, etc.

5. How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?

Computer systems on the Authority’s secure local network directly or indirectly provide most key metrics supporting strategic and tactical decisions. Core computer systems include Windows-based software for individual and group ticket sales, for point of sale and inventory management in the gift shop and for management of historical artifacts, photographs, archival and library materials in the museum’s collections or loaned to the museum by its major stakeholders. A transition to the South Carolina Enterprise Information System (SCEIS) for financial and human resources management occupied administrative staff for much of FY 2009 but was not complete as the year ended. Standardized data entry procedures and audit trails assure data quality and reliability in all computer-based systems. The Director of Information Systems regularly reviews software performance, departmental procedures, individual and departmental network permissions and the security environment for computers, telephones and related systems and modifies them where necessary and feasible.

Redundant network systems, including a fiber backbone and a backup bridge to facilities provided by the College of Charleston, guarantee high availability of all mission-critical systems including the internet, email and core decision-support systems. High capacity network servers centrally store all data in a secure data center aboard USS YORKTOWN. Daily verified backups to removable disk arrays assure completeness and availability of key support data. As a result, Patriots Point’s comprehensive disaster recovery plan anticipates recreation of all critical systems either on site or at an alternate business location within four to six hours of the restoration of electric service.

6. How do you translate organizational performance review findings into priorities for continuous improvement?

The Board, Executive Director and senior management incorporate priorities for improvement of staff performance and systems function during the initial strategic and operational planning process and periodically fine tune original expectations based on surveys and other external feedback mechanisms.

7. How do you collect, organize and maintain organizational and employee knowledge (knowledge assets)? How do you identify and share best practices, as appropriate?

The Executive Director and senior managers determine the most appropriate technique for knowledge based on the nature of the knowledge and the area in which it will be used. All departments circulate and store operational directives, regulatory information, employee policies and procedures through centrally stored files, public folders on the internal Exchange server and emails circulated on a departmental or “all employees” basis. Additionally, many key software modules enforce standard policies and best practices. For instance, the South Carolina Enterprise Information System (SCEIS) compels adherence to state procurement regulations and the PastPerfect collections management software supports professional best practice for description of museum artifacts by requiring the use of standard nomenclature.

The safety officer also provides formal training in policies and best practices not only during new employee orientation but also in monthly occupational safety update classes throughout the year. Mentoring and informal apprenticeship programs transfer detailed technical knowledge and specialized best practices, particularly among the trades workers in Operations. Professional staff also attends conferences and training workshops to learn the most up-to-date best practices for their specialty and pass that knowledge to other members of the workforce as appropriate.

CATEGORY 5 — WORKFORCE FOCUS

1. How does management organize and manage work to enable your workforce to: 1) develop to their full potential, aligned with the organization’s objectives, strategies, and action plans; and 2) to promote cooperation, initiative, empowerment, teamwork, innovation and your desired organizational culture?

Middle managers and line managers bear the primary responsibility for employee development as well as fostering team consciousness, workforce empowerment, individual initiative and other organizational desiderata. Most find informal techniques for team building and regular one-on-one sessions with line staff more effective than formal meetings or classes in cultivating excellence in all areas of workforce.

2. How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs and locations? Give examples.

Managers at all levels use electronic mail extensively to communicate agency policies, interdepartmental activities and time-critical information throughout the workforce including volunteers. The Executive Director and members of senior management frequently make presentations on major initiatives and organizational values or policies as regular “All Hands” meetings. The safety officer also provides formal training in policies and best practices not only during new employee orientation but also in monthly occupational safety update classes throughout the year. Mentoring and informal apprenticeship programs impart needed job skills, relevant best practices and “corporate memory”, particularly to trades workers in Operations.

3. How does management recruit, hire, place and retain new employees? Describe any barriers you may encounter.

Patriots Point advertises permanent positions primarily through the internet facilities of the Office of Human Resources at www.jobs.sc.gov/OHR/OHR-jobs-portal-index.phtm, although Human Resources may also place small ads in local media when circumstances warrant. Human Resources personnel also post all positions internally either immediately before or during the external application period to expand opportunities for promotion from inside the organization. Human Resources uses similar techniques for recruitment of help to meet seasonal staffing needs in guest relations and the gift shop.

Retention poses a serious challenge in some areas of the agency because of the technical requirements of many positions. Frequently neither state pay bands nor the Authority's budgetary constraints allow Patriots Point to compete for such technical skills in the relatively highly compensated Charleston market and limited opportunities for internal advancement do not encourage employees to stay in hopes of future promotion.

4. How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

As part of the annual budget process, the Executive Director and senior managers examine current workforce capability and capacity and analyze organizational needs on a department-by-department basis. Each department head summarizes the skills, competencies and staffing levels of each team in his department and requests necessary adjustments in the composition of the workforce. The Board and Executive Director approve or disapprove these requests based on the overall needs and available budgetary resources of Patriots Point.

5. How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

Patriots Point continues to improve the level of feedback to and from employees as part of the Employee Performance Management System. Operations management has completed a comprehensive review of all position descriptions to align theoretical job descriptions in line with actual responsibilities of each position. Reorganization of responsibilities within and between departments at several points during FY 2009 retarded completion of a similar revision of job descriptions for personnel in other departments. However, during FY 2010 management expects to complete a similar reanalysis of non-Operations management and line positions with a consequent improvement in EPMS effectiveness.

6. How does your development and learning system for leaders address the following: a. development of personal leadership attributes; b. development of organizational knowledge; c. ethical practices; d. your core competencies, strategic challenges, and accomplishment of action plans?

The primary mechanism for encouraging initiative and conveying organizational values, performance goals and ethical expectations at Patriots Point traditionally has been a one-on-one session between a manager and a member of his workforce. Senior managers focus leadership

training of middle managers on specific characteristics required for each middle management position. Additionally, planning teams incorporate appropriate leadership training components, such as ethical professional practice and state regulatory compliance, into the design of strategic objectives and action plans.

7. How do you identify and address key developmental and training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?

Within their first weeks of employment, employees participate in orientation programs designed to provide them with basic tools for job success. These include an introduction to the history, mission and values of Patriots Point, familiarization tours of key locations on the campus including the historic ships and general acquaintance with the personnel procedures as well as any computer and/or safety training classes required for safe and effective performance of their duties.

Most departments plan specialized skills training on a workgroup basis, frequently through a mentoring or apprenticeship arrangement. However, the safety officer also conducts periodic training in environmental and occupational safety, certifying or recertifying staff on an annual basis in skills relevant to their job descriptions.

Patriots Point identifies training needs from both the bottom-up and the top-down. In the former case, members of the workforce or their managers may express a need or desire for training to middle management, senior management, Human Resources and/or personnel responsible for specialized computer or safety training. In the latter case, the Executive Director or senior managers may perceive a skills deficiency through analysis of key metrics and request further training. Occasionally, Human Resources personnel may note a training program provided by the Office of Human Resources or some other entity and suggest training for appropriate employees.

8. How do you encourage on-the-job use of new knowledge and skills?

Immediate supervisors follow up formal or informal training with individual members of the workforce to verify absorption of information, acceptance of training objectives and successful application of lessons learned to the actual work environment. If managers discover individuals have not transferred theoretical knowledge to practical implementation, they counsel them on ways to remove barriers to success and reach anticipated levels of on-the-job performance.

9. How does employee training contribute to the achievement of your action plan?

Workforce training continually enhances the organization's ability to accomplish objectives and successfully complete action plans promptly and economically. In particular, development of technical skills and improved safety training for Operations staff have contributed directly the Authority's ability to address its complex maintenance challenges by reducing the minimum size of work groups required to accomplish particular tasks, increasing the number of technical operations that can be completed "in house" and reducing time lost due to workplace accidents. Similarly, computer training has also contributed significantly to employee productivity

throughout Patriots Point, particularly where email, computerized scheduling, word processing and spreadsheet skills have increased internal communications, reduced lag time due to lack of project co-ordination and expedited project planning and implementation by closer interdepartmental collaboration.

10. How do you evaluate the effectiveness of your workforce and leader training and development systems?

Management assesses overall effectiveness by analysis of relevant workforce metrics (e.g., safety or productivity statistics), by reviewing individual and team performance progress and, where appropriate, by post-training debriefing of by the immediate supervisors of those who have participated in external or internal training.

11. How do you motivate your workforce to develop and utilize their full potential?

Supervisors meet one-on-one with members of the workforce for informal discussion of performance issues and opportunities for further advancement by assuming additional responsibilities or participating in specialized training. Management encourages mentoring and informal apprenticeship relationships between individuals with different skills or levels of experience, particularly in Operations work groups that frequently require specialized skills not readily obtainable through formal classes.

12. What formal and/or informal assessment methods and measures do you use to obtain information on workforce well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?

In view of the small size of the workforce, the Authority finds direct interaction between each employee and his managers and co-workers the most effective mechanism for measuring how employees feel about their jobs, their managers, their fellow employees and Patriots Point as a whole. Such interaction not only serves to determine potential problems but allows immediate resolution of a situation which might otherwise result in loss of valued employees or trigger a formal employee grievance.

An employee suggestion box allows anonymous submission of proposals for organizational improvement and/or comments on situations that may be affecting employee morale. Additionally, Human Resources personnel occasionally survey the workforce on relevant topics (e.g., training needs, potential group discounts, etc.). As response to such surveys is purely voluntary, management considers them an authentic barometer of workforce opinion.

13. How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

Succession planning and internal promotion are extremely problematic due to the small size of the Authority's workforce and the technical requirements of management positions. Despite strenuous efforts by management to encourage initiative and foster ambition in the workforce, so few management positions are available that many members of the workforce find it necessary to look outside Patriots Point for well-deserved promotion. Similarly, the handful of senior

management, professional and technical positions in the organization frequently demand professional or educational qualifications not widely available in the current workforce, complicating succession planning and management transition in the upper levels of management.

14. How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)

A full-time safety officer enforces safety procedures meeting OSHA and other industry standards through aggressive worksite inspection and recurring safety training in each area required by the job description of a particular member of the workforce. He also manages a program under which the Authority provides appropriate safety equipment (e.g., work boots, hard hats, and hearing and eye protection) free or at reduced expense to members of the workforce where job duties require such protection.

Human Resources also offers the opportunity to participate in free or low-cost health screening and remediation programs (e.g., smoking cessation) as well as wellness-related classes.

Patriots Point has a fully articulated disaster preparedness plan covering fires, hurricanes, environmental emergencies and other potential threats to visitors, employees or to the fabric of the historic ships and other museum assets.

CATEGORY 6 — PROCESS MANAGEMENT

1. How do you determine and what are your organization’s core competencies, and how do they relate to your mission, competitive environment, and action plans?

The Authority’s mission as defined by the enabling legislation dictates its core competencies, guaranteeing their integration into the creation and implementation of action plans to support that mission. The central education and conservation functions of the Patriots Point Naval & Maritime Museum claim military history research and education, development and implementation of museum exhibits, ship conservation and repair and management and preservation of historical objects and artifacts as their particular core competencies. As an “enterprise agency” generally unsupported by appropriated funds, the Authority also considers expertise in marketing, property development and general fiscal management essential to its mission.

2. How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure that these processes are used?

The Executive Director and senior management establish the work processes central to the Authority’s mission. Current work process categories include marketing, maintenance, exhibits and museum collections, education, visitor relations, administration, development and information technology. Each process involves at least one core competency and many involve several. Occasionally, only a single functional department is involved in the design and implementation of a work process, but more frequently members of the workforce in several departments participate as members of standing committees or ad hoc committees created for a specific project and dissolved at its completion. In the latter case, a member of senior

management and a specified middle manager assume responsibility for adherence to protocols established for that process.

3. How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

The Executive Director and senior management review every long-term program and project as part of the annual budget cycle, adjusting each as necessary to meet changing the changing needs of the Authority and those it serves. The annual budget incorporates appropriate modifications to cost controls, workforce allocation and technological initiatives at the same time.

Throughout the fiscal year the Executive Director, Chief Financial Officer and other members of senior management periodically review any factors influencing deliverable requirements, project completion and personnel allocation. They then revise project budgets and timelines to maintain the most efficient and economical path towards defined strategic and tactical objectives.

4. How does your day-to-day operation of these processes ensure meeting key performance requirements?

Senior management include performance metrics as an intrinsic component of the design of all work processes and modify them annually during the budget process as noted above. Procedures for monitoring performance vary according to the nature of the process and the segment of the workforce responsible for implementation. The Chief Financial Officer and his staff employ computerized reports to monitor key financial indicators, including attendance, gift shop sales, and income and expenditures throughout the Authority on a day-to-day basis. The Chief Financial Officer also provides financial analyses to the Board monthly and to the Executive Director, senior management and project supervisors more frequently as circumstances demand. Education, information systems and museum collections staff also track and adjust key processes using computer systems analysis. Senior management utilizes computer-assisted mechanisms as high-level controls in manpower-intensive operational processes such as ship maintenance and guest relations. However, middle managers or technicians frequently use traditional paper-based tracking mechanisms to monitor details of the many operational processes organized around work groups or functional segments of the workforce.

5. How do you systematically evaluate and improve your key product and service related work processes?

Design teams incorporate “feedback loops” for evaluation and adjustment into the design of every work process. Senior management uses data from these feedback loops to modify each work process appropriately during the annual budget process and any interim reviews.

6. What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?

Marketing (including public relations), administration (including finance and personnel) and information technology provide a majority of key support services. These functional areas

design, monitor and adjust individual processes in the manner already outlined for production and delivery processes.

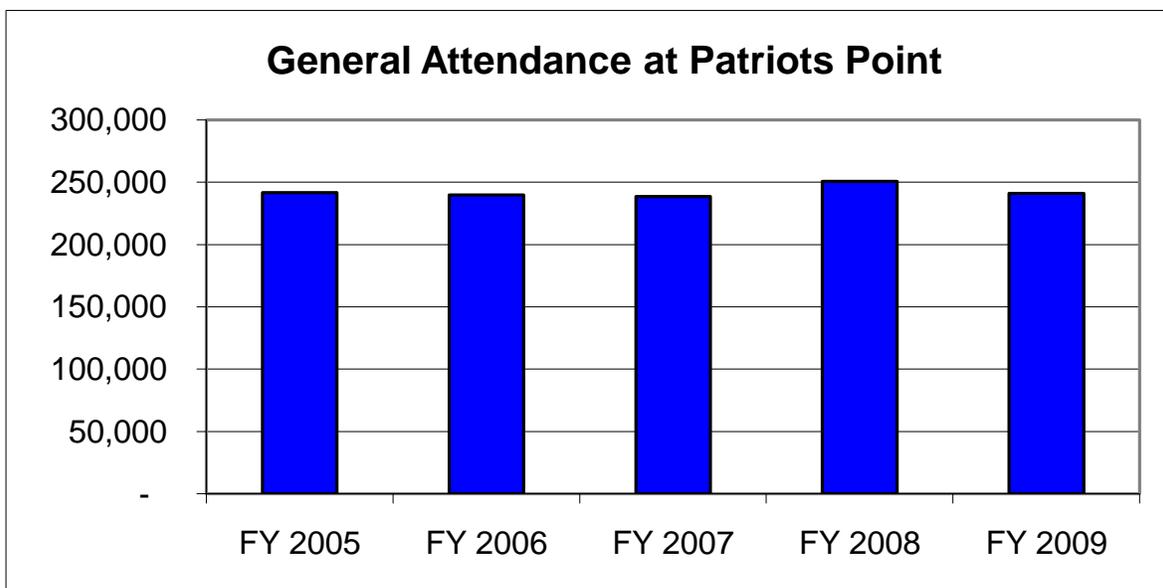
7. How does your organization determine the resources needed to meet current and projected budget and financial operations?

During the annual budget review, the Board and Executive Director evaluate all operational and capital programs to determine personnel and financial requirements, based on an analysis of past performance and anticipated needs provided by the Chief Financial Officer and relevant members of senior management. Periodically during the fiscal year the Chief Financial Officer, other senior managers and project leaders periodically review factors affecting resource allocation and advise the Executive Director and Board on reallocating resources or modifying project criteria to better meet the Authority's needs.

CATEGORY 7 — RESULTS

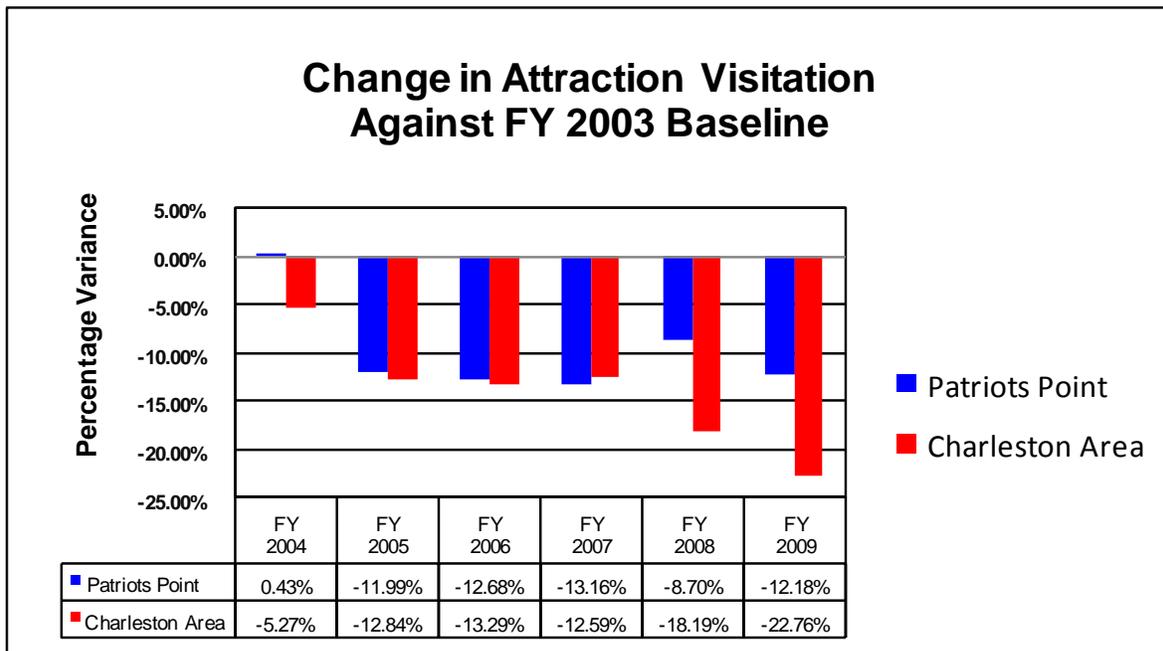
7.1 What are your performance levels and trends for your key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?

Patriots Point has always considered attendance a major measure of its general effectiveness in fulfilling its legislatively mandated mission. Over the last five years, Patriots Point has maintained visitation at a relatively constant level with 241,622 in FY 2005, 239,721 in FY 2006, 238,406 in FY 2007 and 250,652 in FY 2008. With 241,096 visitors in FY 2009, overall attendance fell slightly to the level of FY 2007 and earlier years. This decrease of 3.8% is attributable to the generally negative economic climate, the closure of USS LAFLEY for more than half the year and the dissipation of a the effects of the widely publicized opening of the new Congressional Medal of Honor exhibit at the end of FY 2007..



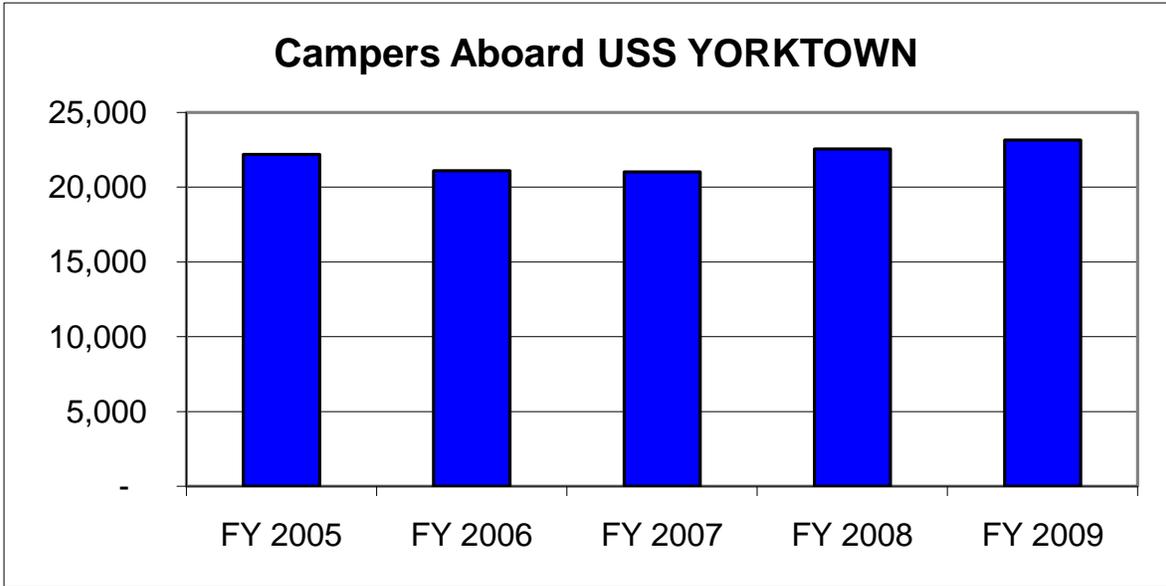
7.1.1

Attendance for most historic sites and other attractions in the Charleston area, as reported by the Charleston Area Convention and Visitor Bureau, has fallen significantly from their historic highs during the same period due to rising travel costs, increasing economic uncertainty and the continuing threat of hurricane activity in peak vacation periods. Taken in that context, the attendance losses at Patriots Point appear relatively modest with a drop from the baseline of FY 2003 of only 12.18% as opposed to the overall drop of 22.76% in visitation to Charleston attractions, including Patriots Point.



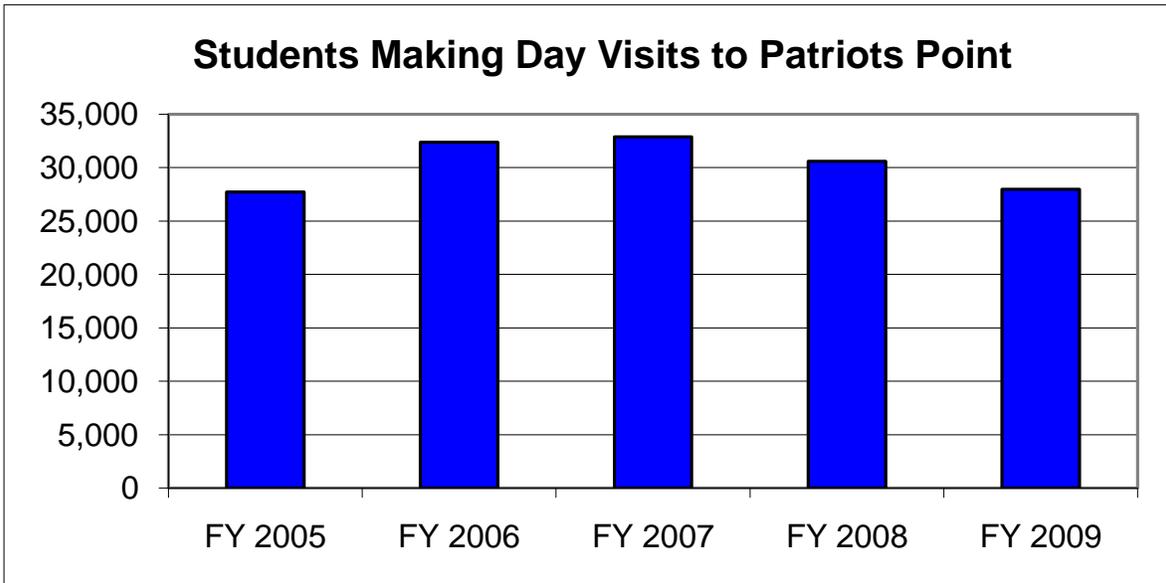
7.1.2

Attendance in the youth camping program aboard USS YORKTOWN continued strong rising 2.6% to 23,146 in FY 2009, a number second only to the record of 23,645 campers set in FY 2003. Since demand exceeded the number of berths available on most weekends, during FY 2009 the camping program expanded its traditional overnight programs to serve 2,720 campers on weeknights, an innovation rewarded with strong positive response from all segments of the camping community.



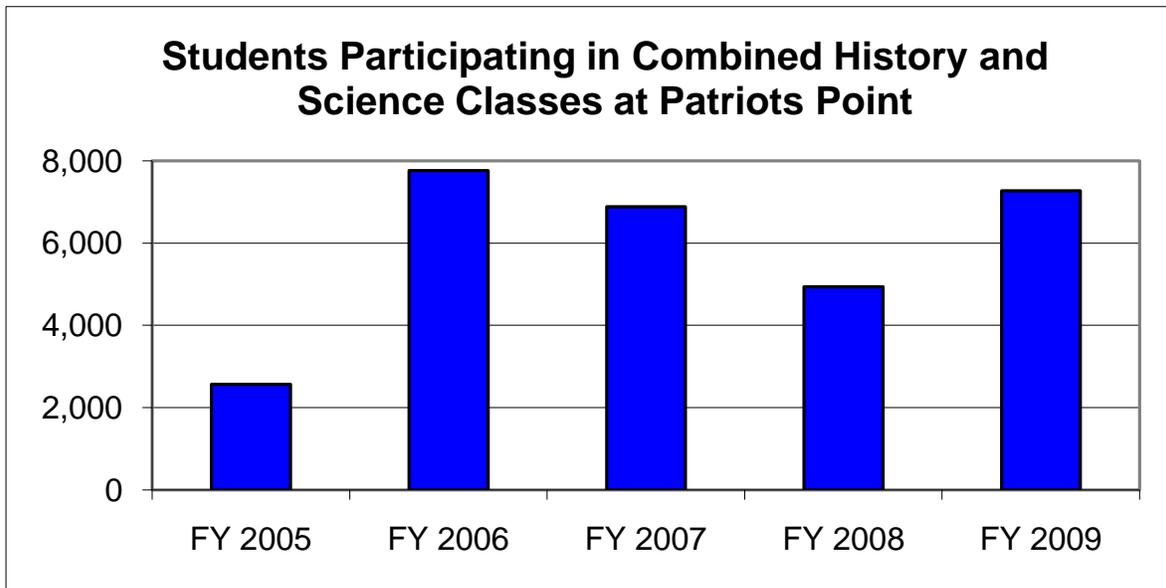
7.1.3

Unfortunately, the number of students making day visits to Patriots Point once again dropped slightly to 27,966, a decrease of some 8.6% from FY 2008. Many private schools made Patriots Point part of their curriculum and the Charleston County School District was able to revive a co-operative program to bring 1,474 students from Title I schools to Patriots Point for standards-based history and science classes. However, drastic cuts to educational budgets throughout South Carolina resulted in an equally drastic diminution of field trips to museums and historic sites in general and Patriots Point in particular.



7.1.4

Despite the overall decrease in student visitation, aggressive marketing of the museum’s innovative classes offering hands-on history and marine science instruction in the context of Charleston’s unique coastal ecology resulted in 7,274 students participating in one or more of these standards-based classes, an increase of 47% over FY 2008 participation.



7.1.5

7.2 What are your performance levels and trends for your key measures on customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization’s products or services)? How do your results compare to those of comparable organizations?

Patriots Point has traditionally considered attendance a primary measure of customer satisfaction. Unfortunately, external pressures on visitation have recently decreased the reliability of this tool.

The museum has experimented in past years with traditional surveys, both independently and in conjunction with the Charleston Area Convention and Visitor Bureau. Generally, those surveys did not provide adequately detailed demographic data or evaluations of the museum experience to allow graphical representation of the casual visitors’ satisfaction levels beyond the generally positive.

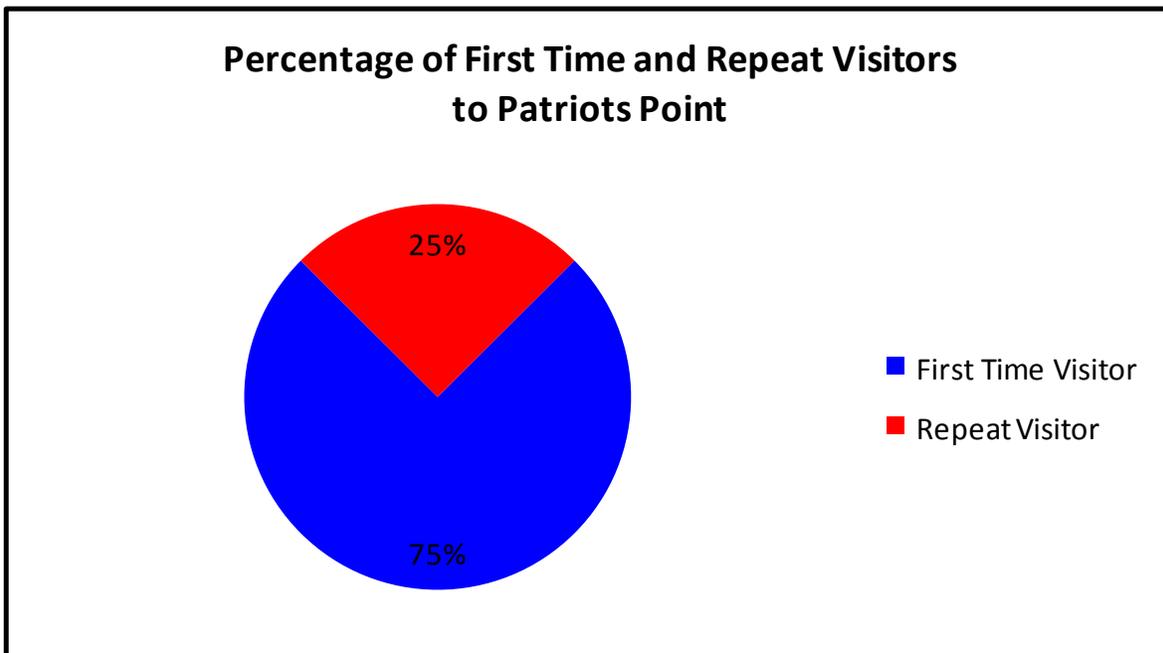
During the latter portion of FY 2009, however, Patriots Point introduced more specialized exit surveys created in conjunction with the Department of Hospitality and Tourism Management at the College of Charleston. These have produced increasingly granular results, measuring not only direct customer satisfaction but also indirect measures of customer satisfaction such as repeat visitation and willingness to recommend Patriots Point as well as relevant demographic factors such as point of origin and number of individuals in a particular group of visitors.

Overall Customer Satisfaction with Museum Ships*				
	% of Visitors	Value	School Letter Grade	Range
USS Yorktown	95.9%	3.91	A	1-4
USS Laffey **	43.0%	3.75	A-	2-4
USCG Ingham	33.5%	3.63	A-	1-4
USS Clamagore	56.2%	3.81	A	1-4

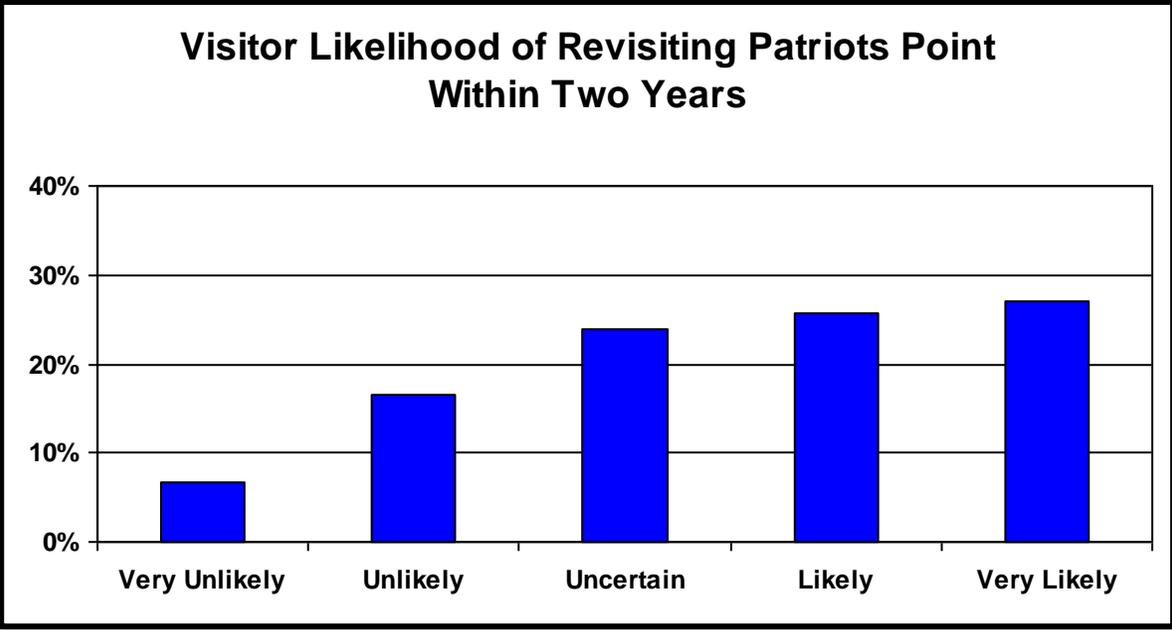
* As measured by response to the question "Please help us understand how satisfied you were with your visit by circling a letter grade that best reflects your satisfaction with each experience. (A= excellent, F= fail)"

** USS Laffey was not available during much of the survey period.

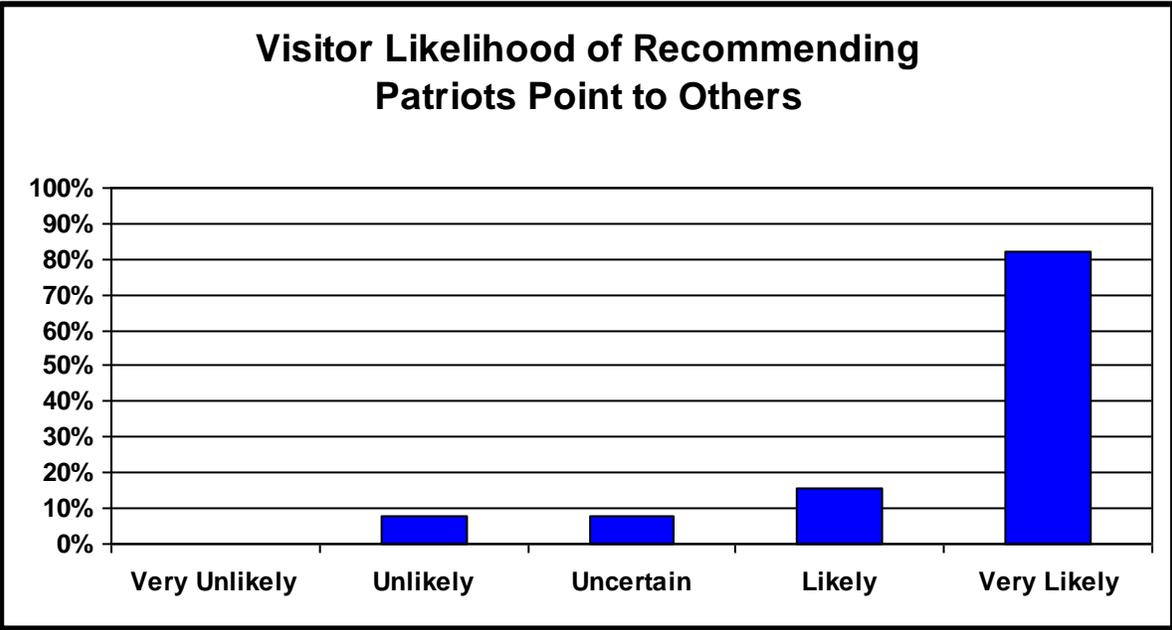
7.2.1



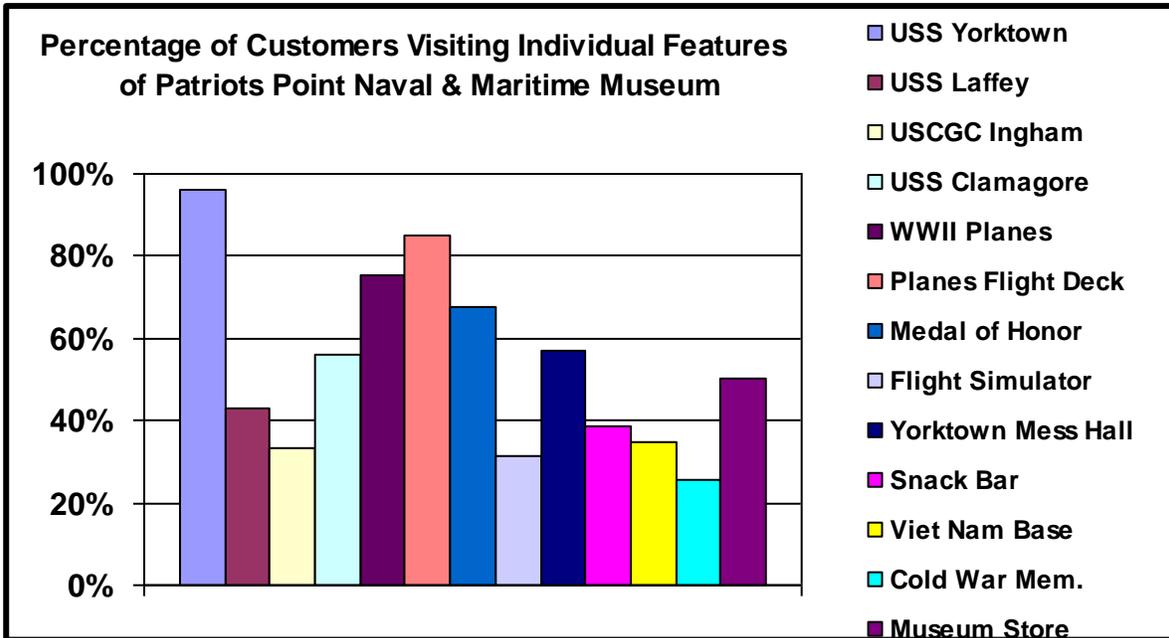
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7.2.3

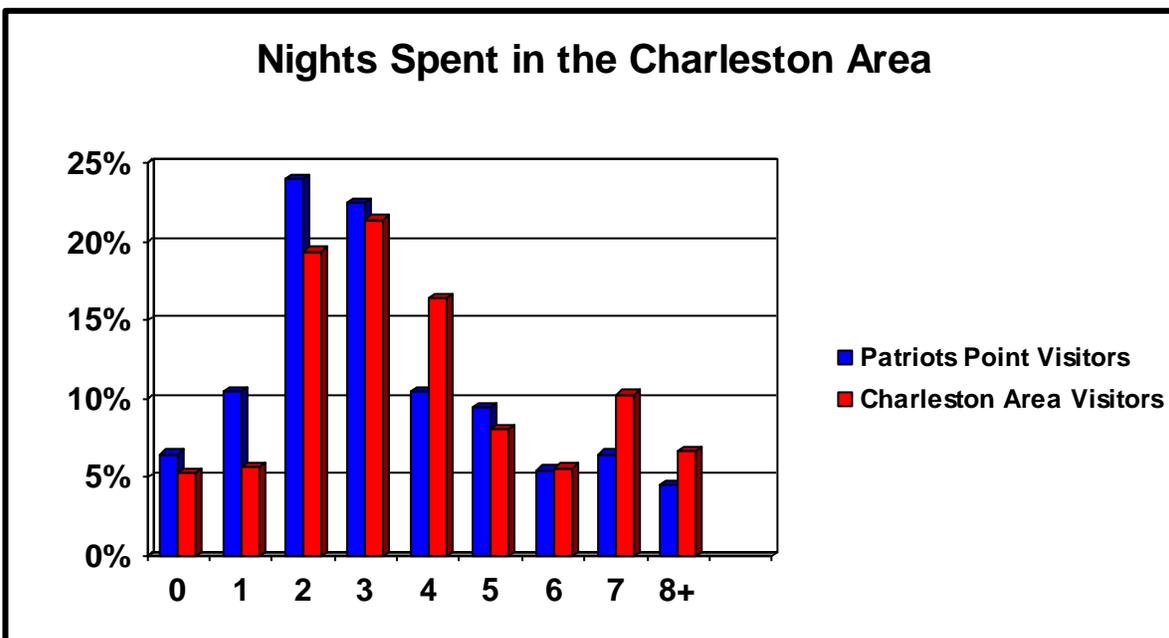


7.2.4



7.2.5

Valid comparisons to other naval and maritime museums, particularly larger multi-ship institutions such as Battleship Cove in Massachusetts or Mystic Seaport in Connecticut, have proved almost impossible given the geographic separation, variation in demographics and limited accessibility of relevant data. On the other hand, surveys for Patriots Point and the Charleston Area Convention and Visitors Bureau coordinated by the Department of Hospitality and Tourism Management at the College of Charleston have recently opened the door to useful comparisons between Patriots Point experience and that of visitors to Charleston in general.

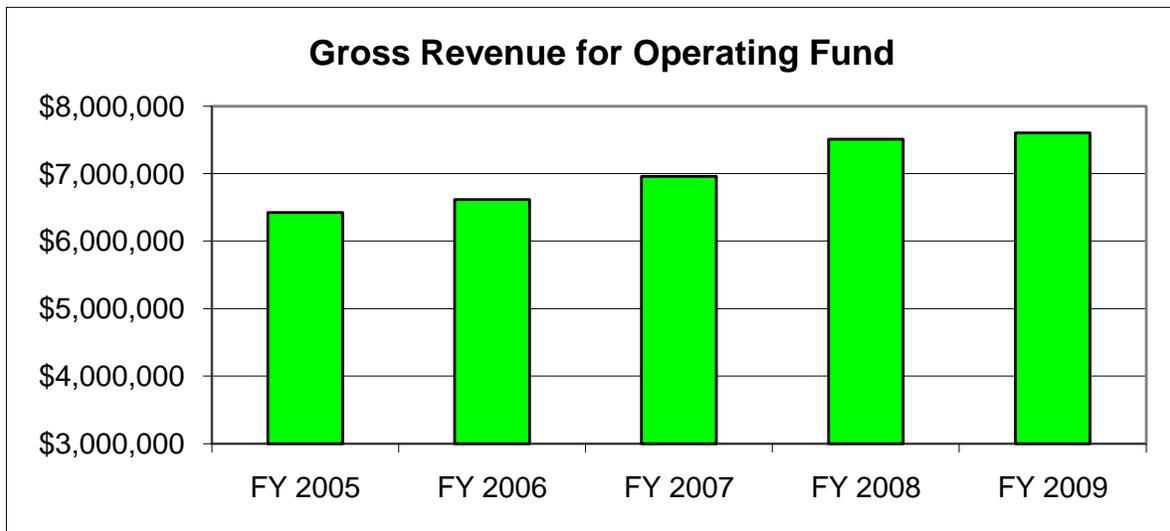


7.2.6

Specialized youth camping program surveys provide a great deal of detailed information on all aspects of the overnight camping program. The high rate of return on these surveys increases confidence in the accuracy of response and allows immediate action on any area which receives a negative response. However, as more than 95% of the responses over the past decade have rated the overall camping experience as excellent or very good with a variance of no more than one or two percentage points between years, graphical representations of these responses are of limited value.

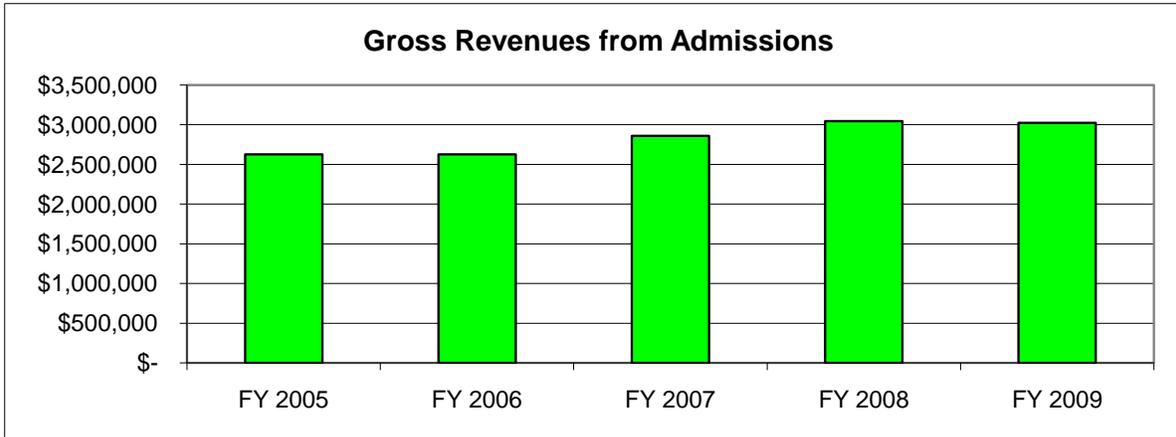
7.3 What are your performance levels on your key measures of financial performance, including measures of cost containment, as appropriate?

Key financial metrics measure income from various revenue streams, track operating and capital expenditures and compare budget versus actual figures for both income and expenses.

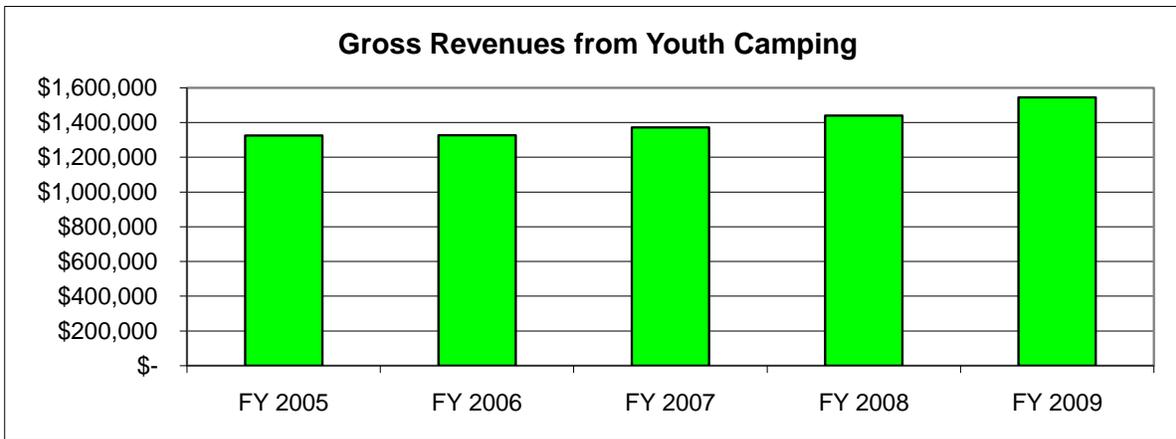


7.3.1

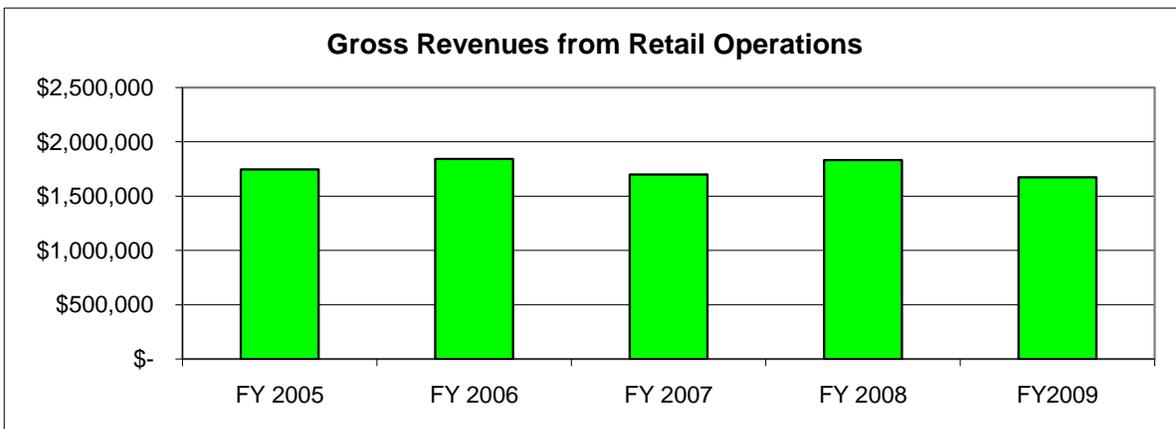
The general economic climate and regional decline in tourism negatively affected admissions and gift shop income and produced a decline of more than \$70,000 in income to the operating fund from the Patriots Point Links. However, thanks to the introduction of a parking fee at the museum in July, 2008, and near-record-breaking attendance in the youth camping program, operating income actually increased by \$93,529 or 1.25% over FY 2008.



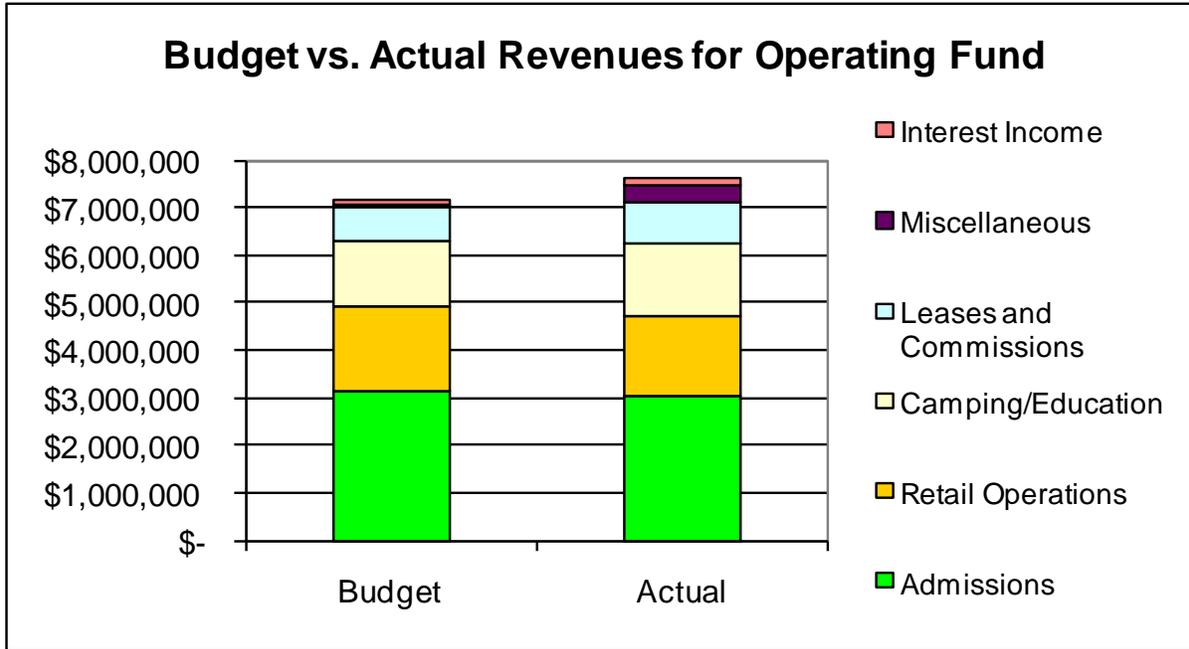
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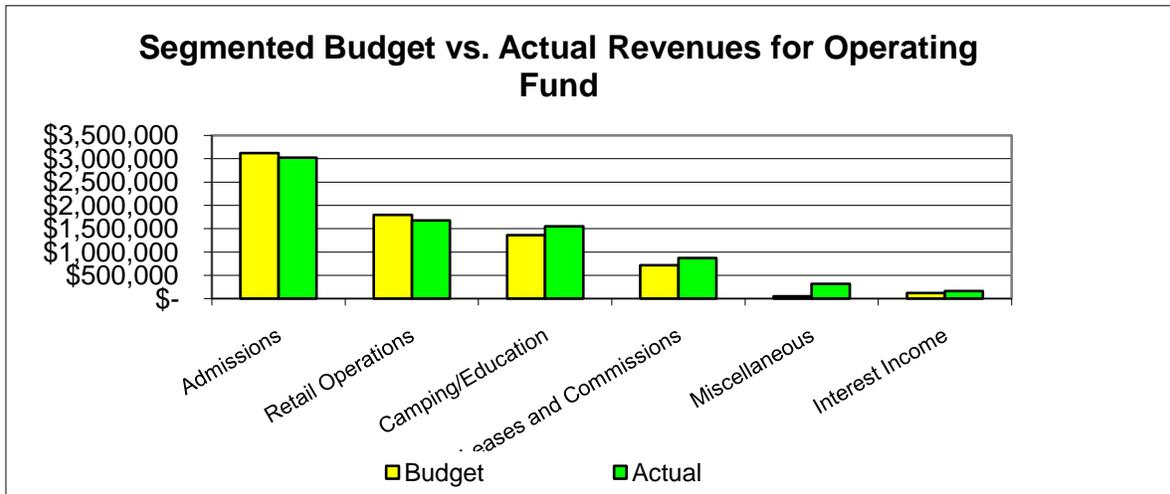


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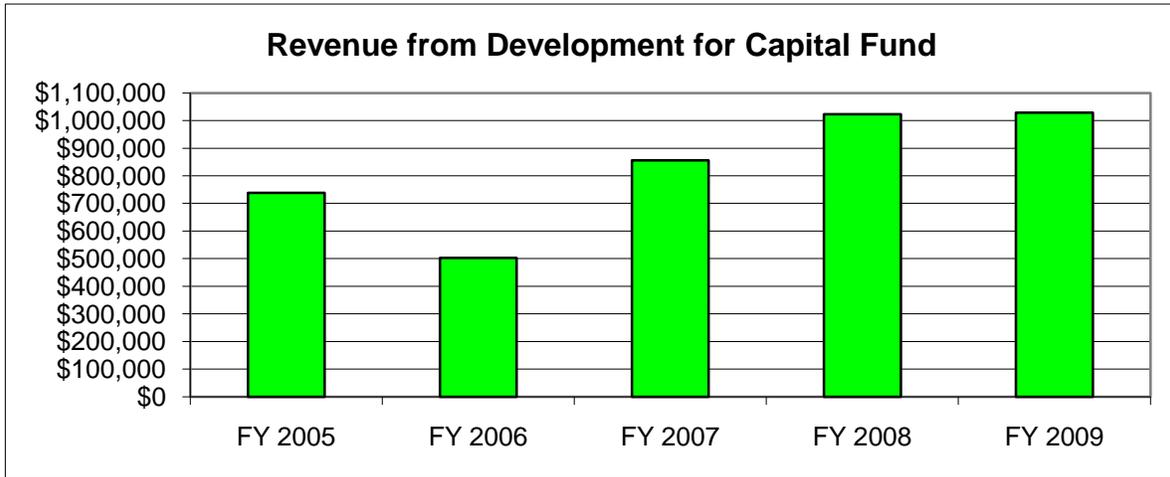
7.3.5

Since many of the negative economic factors noted above were anticipated during budget planning for FY 2009, overall operating revenues exceeded budgeted amounts by \$438,497 or 6.12%.

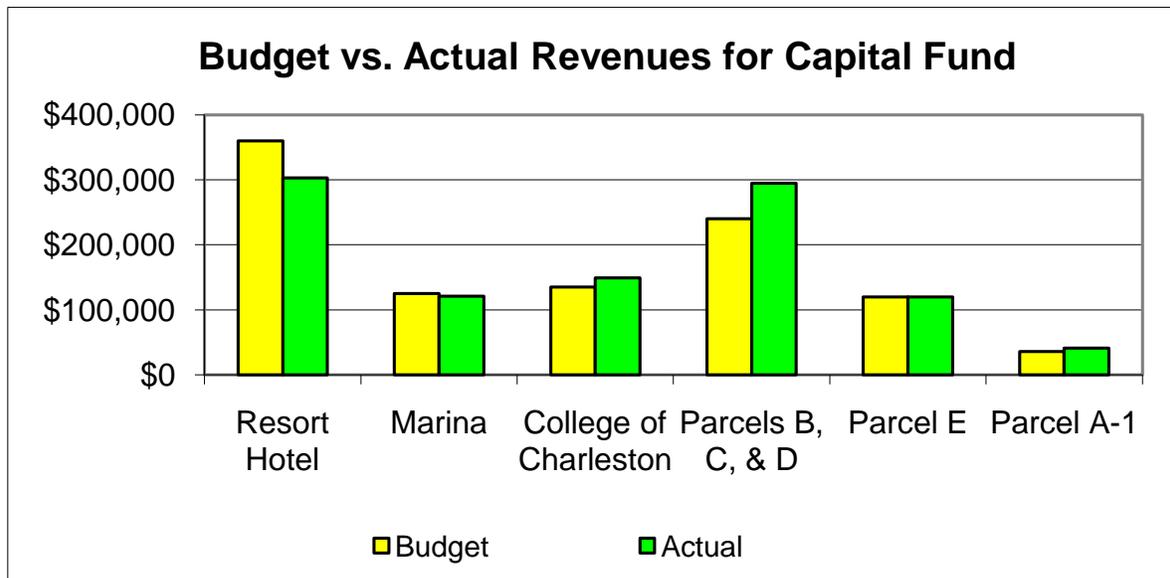


7.3.6

Nearly a decade ago the Patriots Point Board designated several major development revenue streams for support of capital projects, including preservation of the four museum ships. Despite the increasingly troubled development economy, the gross proceeds from these revenue streams actually showed a modest increase of \$5,680 over the amounts realized in FY 2008. While income from the hotel complex and marina declined thanks to an overall deterioration of Lowcountry tourism, all other capital revenue streams performed above budgeted level resulting in an increase of \$13,136 or 1.29% over the total amount budgeted for income for capital projects.

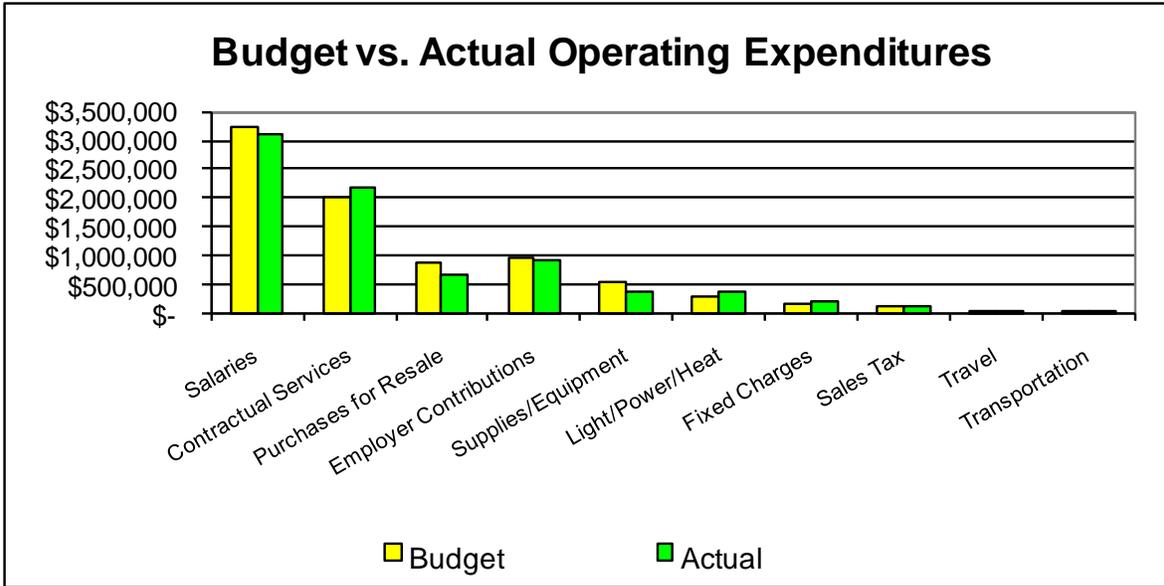


7.3.7



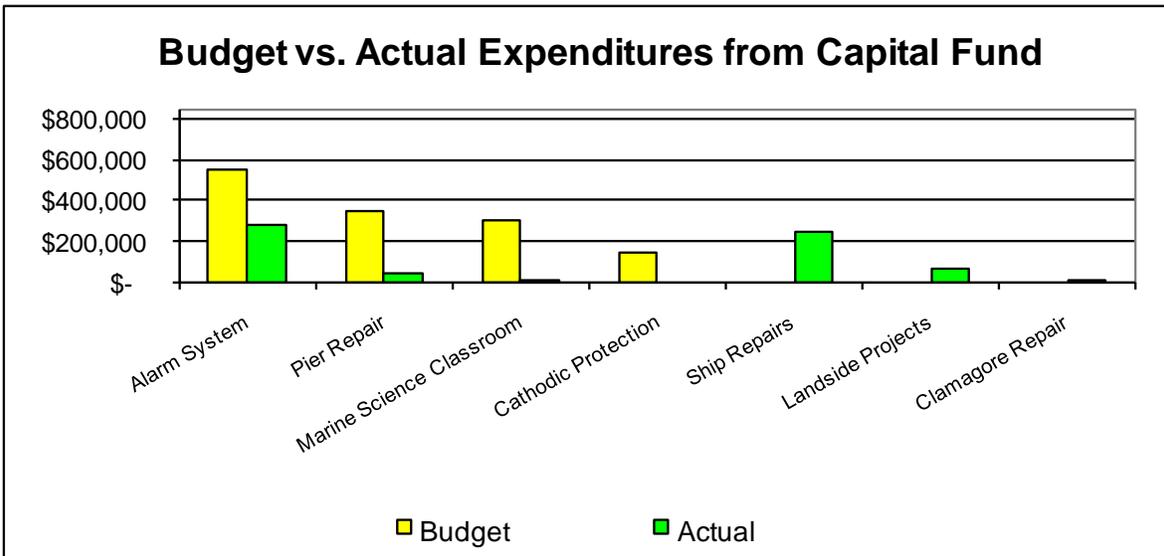
7.3.8

Note that the charts above include only income from development dedicated to the Capital Fund. They do not include loans, grant funding or funds received directly or indirectly from donors in support of museum projects.



7.3.9

Careful management kept overall operating expenditures 2.64% below budgeted amounts, despite the unanticipated overages in contractual services, fixed charges and light, power and heat associated with emergency repairs to USS LAFFEY. While emergency watches aboard LAFFEY required significant overtime in the latter portion of the year, salary and employer contributions were cut by a reduction in force applied to temporary and probationary staff and required furlough days for remaining staff. Additionally, purchases for resale were trimmed by more than 22% as soon as the magnitude of the decline in gift shop traffic became apparent.



7.3.10

Below-budget expenditures on the major alarm system project reflect continuing delays in contractor completion of the project. Planned work on the Patriots Point pier, the Marine Science Classroom and cathodic protection were postponed largely due to the fiscal and workforce demands of the unbudgeted work on USS LAFHEY.

7.4 What are your performance levels and trends for your key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

As noted above, Patriots Point is a small agency with a strong tradition of one-on-one interaction for evaluating performance, satisfaction and training needs. With some departments and most workgroups consisting of no more than two or three employees, it is difficult to use graphical metrics meaningfully to express workforce results. Management feels that typical graphs representing employee turnover, number and type of employee grievances, number and type of promotions or internal transfers provide little useful information when the numbers involved are so low. While management does monitor turnover in key departments and uses exit interviews as a tool for improving retention, particularly in the case of skilled workers where pay and working conditions are key motivators, the information so provided does not lend itself to graphical trending.

7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?

Most performance level and trending measurement beyond the attendance and fiscal analyses noted above occurs on the workgroup level and frequently does not lend itself to graphical analysis. For instance, emergency drills and exercises tend to be performed on a “pass-fail” basis with many drills being so dissimilar that they cannot usefully be quantitatively compared.

7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

The major areas of regulatory compliance for Patriots Point relate to safety and security. The goal is to meet all OSHA requirements for safety training and accident prevention and to meet all marine requirements imposed by the Coast Guard and the Department of Natural Resources for protection of the fragile coastal environment around Patriots Point. Virtually all metrics in these areas are “alarm button” metrics triggered by negative events such as oil leaks, hazardous materials violations, etc. As such, they do not lend themselves to useful graphical representation.

Additionally, the numbers involved in many regulatory metrics are so small that variances may not be statistically significant or readily converted to a visual context. For instance, during FY 2009 Patriots Point recorded fourteen accidents of any type involving members of the workforce. However, when considered in the context of more than 130,000 man-hours worked at the Patriots Point site, the ratio comes out to approximately one incident per 9500 man-hours, an incident rate that is extremely difficult to meaningfully represent using graphs.

Patriots Point generally treats community support as a facet of customer satisfaction and measures it by the same mechanisms used to monitor customer feedback. (See section 7.2 above.)