

P2755  
3. A22  
1998/99  
Copy 1

p34

  
PATRIOTS POINT  
DEVELOPMENT AUTHORITY

RECEIVED  
OCT 18 1999  
Budget & Control Board  
OFFICE OF STATE BUDGET

15 October, 1999

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,

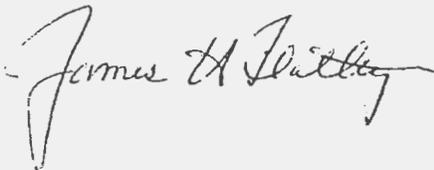
As the year 2000 races towards us, Patriots Point has emerged from a decade of controversy, change and redefinition better equipped than ever to meet the challenges presented to it a quarter century ago by Governor John C. West and the General Assembly: "To establish and develop a National Naval Museum 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 landside developments 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. New historical and leadership programs are now in place to train the nation's future leaders to meet the challenges of the twenty-first century. Feedback from both visitors and employees on present programs and future plans for reinterpretation and expansion of the Museum is 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. FY 1999 saw the departure of two long-time supporters of Patriots Point from the Authority's Board of Directors and I would be remiss if I did not recognize the selfless efforts and dedication of The Honorable Ted Mappus and The Honorable Pete Pearce during the long and painful planning and development process that made possible the achievements recorded herein.

This report summarizes only the most important goals and activities pursued by the Patriots Point Development Authority during Fiscal Year 1999. 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,



James H. Flatley III  
Chief Executive Officer

S. C. STATE LIBRARY  
OCT 25 1999  
STATE DOCUMENTS

Patriots Point Development Authority  
Accountability Report, FY 1999

EXECUTIVE SUMMARY

The 1998 – 1999 fiscal year was in many respects a year of great change for Patriots Point. The new Marina and many components of the Athletic Complex at Patriots Point opened to the public. Development plans were modified to take account of office and recreational construction in the surrounding East Cooper area. New History Seminars and a Youth Leadership Conference held in conjunction with the Medal of Honor Museum were added to the traditional Youth Camping programs aboard USS YORKTOWN. New fiber optic and telephone communications infrastructures now link long-standing shipboard office spaces with the landside Pavilion and temporary landside offices for Finance and Human Resources personnel. Several veteran employees retired or moved on to new challenges at other institutions. New appointments significantly changed the composition of the Patriots Point Board. At times the pace of change seemed almost staggering.

At the same time, these changes built on the solid foundation of strategic planning created over the previous five-year period and reflect the continuing evolution of Patriots Point to perform its patriotic and educational mission more effectively for the people of South Carolina and the nation as whole through the twenty-first century.

New marketing initiatives, enhanced Youth Education programs and Volunteer outreach efforts draw increasing numbers of visitors to Patriots Point, not only increasing the Museum's revenue stream but also creating a broader audience for its patriotic and educational message. Indeed, all attendance metrics account FY 1999 a banner year for the Museum. Paid attendance of \$2,618,903 reflects 292,081, an all-time record and an increase of more than 10% over FY 1998, with monthly attendance records being set in April, September, November and December. Nearly 23,000 of these visitors participated in special guided tours of the museum ships by Volunteer docents. Figures from Youth Education are equally positive. 17,607 overnight campers stayed aboard USS YORKTOWN in FY 1999 with monthly participation records set in October, December, January and February. Overall revenues from Youth Education rose to \$898,819, reflecting an 8.8% increase over FY 1998. Due in part to this increase in visitation as well as to careful repositioning of merchandise, gross sales in the Ship's Store rose to \$1,497,977 in FY 1999 surpassing the previous record set in FY 1998 by 19.8% and exceeding budgeted revenues by 23.4%.

Revenues from the newly opened landside facilities, including a one-time lump-sum payment from the College of Charleston, added to income from the Hilton Resort Hotel to add \$907,456 to the capital funds dedicated to maintenance and preservation of the historic museum ships and other capital maintenance and construction projects vital to the continued operation of the Museum.

This revenue stream allowed the Maintenance and Engineering Department to continue and/or complete several ambitious restoration projects during FY 1999. 7,000 square feet of corroded material on the flight deck of USS YORKTOWN were removed and replaced, together with catapults, the forward expansion joint and nearly 200 feet of deck edge gutters on the flight deck. The exterior and interior of the publicly accessible areas of the island structure of USS YORKTOWN, including catwalks, observation platforms and deck structures, were completely renovated with the assistance of Exhibits staff. In-house paint crews completely repainted the hull and superstructure of the destroyer LAFHEY and began repainting the hull and superstructure of the Coast Guard cutter INGHAM during FY 1999. Maintenance and Engineering staff also removed more than 80% of the seriously deteriorated piping systems under the turtleback of the submarine CLAMAGORE in preparation for a comprehensive renovation and refabrication of the turtleback structure planned for completion in FY 2000.

New strategic associations with other non-profit organizations bore solid fruit in FY 1999. Substantial fund-raising, including solicitation of state funds, by the Cold War Submarine Foundation made feasible ambitious plans for the Cold War Submarine Memorial at Patriots Point. Conceptual drawings and modification of the Master Plan to accommodate this major new initiative were completed during FY 1999 and construction is expected to be complete by November, 2000, making its dedication ceremony a highlight of the 100-year anniversary of the U. S. Submarine Fleet. Joint planning between the Medal of Honor Society and the Patriots Point Foundation for fund-raising in support of Museum construction landside continues.

Human Resources continued to receive special attention during FY 1998. Employee morale was improved by merit bonuses, pay increases to carefully selected employees, high-profile employee recognition programs and training initiatives for management and technical staff. Addition of new positions in overworked and understaffed departments such as Maintenance and Engineering, Public Safety, Marketing and Information Systems and Museum Collections also had a positive impact on morale.

Administrative personnel also significantly improved Patriots Point's cash flow situation and adherence to state procurement policies during FY 1999. While total operating revenues (exclusive of landside income dedicated to the Capital Fund) increased more than 13% to \$5,513,813.00 in FY 1999 and exceeded budgeted amounts by 9.6%, operating expenditures exceeded budget by only \$25,933 or 0.5%. Expenditures in 7 of 11 budget categories, including salaries, were under budget and the large bulk of the expenditure overage was directly related to increased purchases for resale and sales taxes associated with the increase in retail sales. Administrative staff continued to refine purchasing procedures with assistance from Budget and Control Board staff provided during the field work stage of the procurement audit requested by Patriots Point.

The Museum's core did not ignore its core exhibit and collections mission during FY 1999. The joint renovation of the island structure by Maintenance and Engineering and Exhibits personnel was followed by a major project to restore the appearance of furnishings, instrumentation and other features of the compartments in the island structure to their appearance when USS YORKTOWN was in commission. Exhibits staff have initiated and received conceptual approval from the Patriots Point Board for an ambitious reinterpretation of all existing exhibits to make them more accessible to the generations that do not have the common military background and historical knowledge that was commonplace when many exhibits at Patriots Point were first designed. Understanding of the importance of the museum ships and exhibits at Patriots Point has also been significantly enhanced for visitors to Patriots Point as well as reunion groups, educational organizations and other museums, through publication of *In Remembrance*, a copiously illustrated guide to the Patriots Point experience written by the Director of Exhibits.

All programs discussed in the following report are closely interrelated and function together to serve the Authority and its multiple constituencies. Ranking them in priority order should not diminish the importance of each program and the role each plays in ensuring the Authority can carry out its legislative mandate.

That being said, the Authority's programs are assigned the following priority: Given the significant maintenance, restoration and preservation challenge represented by the historic ships, the primary artifacts entrusted to the Authority's care, the Engineering and Maintenance Department has received first priority and the largest share of budgetary expenditures during FY 1999. The Executive Department's role in strategic planning for the Authority and monitoring the revenue flow for the restoration program function dictates that it receive second priority. Prioritization of the remaining programs is driven by the need to focus on both the Museum's customer, the visiting public, and the Museum's employees. The human resource and financial management functions of the Administration Department earn third priority, given the focus on human resource management and fiscal responsibility during FY 1999. The vital educational mission and revenue-producing importance of the Youth Education Department place it fourth. The importance of the Volunteer (Docent) and the Public Safety/Guest Relations Departments to the visiting public rank them in fifth and sixth place respectively. The core Museum-related function of the Exhibits Department, responsible for making a visit to the Museum a "meaningful experience", ranks it seventh in priority. The vital importance of the Information Systems and Museum Collections Department to the internal and external communications of the Authority and the successful completion of the Museum's fiduciary responsibility for the artifact entrusted to its care earn it eighth priority during FY 1999. Public Relations/Marketing and the Gift Shop, which respectively generate visitation and significant sales revenue are ranked ninth and tenth in priority.

## 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  
in terms of the ultimate sacrifice,  
paid by tens of thousands of US military soldiers, sailors and airmen.

## LEADERSHIP SYSTEM

It is perhaps inevitable that a "top down" "chain of command" leadership structure became prevalent within the Authority over the last quarter century, given the naval environment of the Patriots Point Naval & Maritime Museum and the military background of many of its Directors, senior staff and trades workers.

However, current management has made strenuous efforts to reverse this process and open up the management process to improve feedback and employee morale. During FY 1999 all department heads and a majority of middle managers participated in a twice-a-month "Bullet-proof Manager" training course to expose them to modern team-building, conflict resolution and openly communicative management styles. The remaining middle managers and most line managers will complete the same course during FY 2000.

While strategic planning and budgetary matters require heavy involvement by the Patriots Point Board, the Chief Executive Officer, the Deputy Director and department heads, inputs are welcomed from middle managers and line staff and all planning and budgetary material of a non-confidential nature are made available by the Executive Office to any employee who requests it.

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

Senior and middle managers also meet on a regular basis to be briefed on information from each meeting of the Patriots Point Board and to discuss implications and requirements for implementation of actions taken by the Board. Chaired by the Deputy Director, these meetings give an opportunity for middle managers in particular to discuss issues and concerns that are not of interest to line personnel or involve Human Resources issues better discussed in a smaller, more management-oriented group.

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

As a public facility, educational institution and tourist attraction, Patriots Point is strongly focused on its customers and stakeholders, both internal and external.

The Marketing Department periodically conducts "exit surveys" of visitors to Patriots Point to determine their level of satisfaction with their visit, why they visited Patriots Point, what they would like to see added to the Museum experience 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 was in part responsible for the decision to return to a more "friendly" Public Safety uniform from the more "security" style adopted in 1997 and 1998. They were also responsible for the decision to create a "Special Events" position in the Marketing Department to improve coordination between the various departments and franchisees responsible for reunions, retirements and other special events at Patriots Point.

During FY 1999 Marketing staff also convened two intensive focus groups whose ages and occupations ranged from 18 to 44 and from students to business owners to determine local knowledge of and attitudes towards Patriots Point. These focus groups have already had an effect in underlining the need to reinterpret Museum exhibits for a new generation with a lower knowledge of and intrinsic interest in military affairs and the historic events in which the museum ships participated. Responding to this, the Exhibits Department has initiated an ambitious program to reinterpret existing exhibits for a new generation and to add interactive materials to better serve the Museum's educational programs.

Marketing and Executive staff also maintain "clipping books" of local, state and national media to monitor the overall view of the Authority and its operations.

In addition, the Volunteers who man the central Information Booth, lead tours of the museum ships, transport visitors in people movers and visit local schools in outreach programs perform verbal surveys on a daily basis to gauge visitor satisfaction with all aspects of their museum experience, including exhibits, facilities and informational materials in addition to those aspect directly related to volunteer-supported activities such as docent-led tours. Such feedback is promptly and completely transmitted to appropriate department heads and/or the Chief Executive Officer.

Each group of overnight campers receives a comprehensive questionnaire dedicated to determining their level of satisfaction with accommodations and food aboard USS YORKTOWN, educational programs associated with their visit and any suggestions they might have for enhancing the experience. Responses are distributed to all relevant managers and/or staff and any negative comments receive immediate attention. It should be noted that more than 95% of the Youth Education questionnaires that are returned are overwhelmingly positive.

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 Exhibits and Museum Collections 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. "All Hands" meetings attended by all employees always end with an open question period at which any issue of general interest may be discussed and many line employees have used this as an effective platform for raising issues with regard to strategic planning, Human Resources, etc. Most departments schedule regular group meetings and one-on-one sessions between managers and staff to discuss issues relating particularly to that department. The Chief Executive Officer, the Deputy 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.

## DESCRIPTION OF PROGRAMS

### Priority 1: Engineering and Maintenance

Program Cost: State \$0

Federal \$00

Other \$1,408,463.00

Total \$1,408,463.00

FTE (including temporary staff): 34.00

**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 any backlogged repair or paint jobs involving threats to the fabric of the ships or existing infrastructure.

**Outcome:** In FY 1999 the ongoing flight deck renovation project continued with roughly 7,000 square feet of corroded deck removed and replaced. The flight deck crew also renovated the catapults, the forward expansion joint and approximately 200 feet of deck edge gutters. An effort to completely renovate the exterior and interior of that portion of the island open to the general public began in January involving deck and bulkhead renovations and painting. Corroded exterior catwalks, observation platforms and deck structures were targeted and completed, with the exception of the area furthest aft. Most of the area was reopened to the public in May. In order to provide more flexibility to our overnight camping program's berthing capabilities, a project was initiated to restore a berthing compartment and associated restroom. The project was approximately 50 percent complete at the end of the year and will eventually add 50 berths to our overall capacity. YORKTOWN's electrical distribution system was modified with the addition of a 400 amp circuit breaker to increase the electrical capacity of the ship's main and 24 hour power supplies. The YORKTOWN firemain's back flow preventer was removed and replaced to comply with local environmental regulations. LAFFEY's hull and superstructure were completely repainted by the agency's paint crew. The painting of INGHAM's hull and superstructure by the agency's paint crew was approximately 25 percent complete by the end of the year. 80 percent of corroded and wasted piping systems were removed from under CLAMAGORE's turtleback to prepare for the upcoming turtleback renovation and refabrication.

2. To complete any backlogged repairs involving safety or security of guests and employees.

**Outcome:** After two agency employees received training and certification in asbestos insulation repairs, a project was initiated to begin insulation repairs throughout the complex. Priority was given to those areas accessible to the general public. Upon completion of those repairs the effort turned towards the off tour areas and that effort was still in progress at the end of the year. After the reconfiguration of the electrical distribution system implemented to increase electrical capacity, a complete rewiring of the emergency lighting system was conducted. Replacement of handrails on INGHAM's O1 level was 30 percent complete at the end of the year.

Priority 2: Executive

Program Budget:

State \$0

Federal \$0

Other \$283,296.00

Total \$283,296.00

FTE (including temporary staff): 3.00

Program Goal: Executive staff chart the overall course for the Authority by initiating and coordinating Authority-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 Authority 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 Authority's enabling legislation which dictate that the Authority "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 refine the strategic plan for use of all programs of the Authority.

Outcome: Senior staff modified the coordinated five-year strategic plan with input from all department heads and senior managers. The Patriots Point Board has approved in principle the overall goals and strategies, although tactical refinement is an ongoing process.

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.

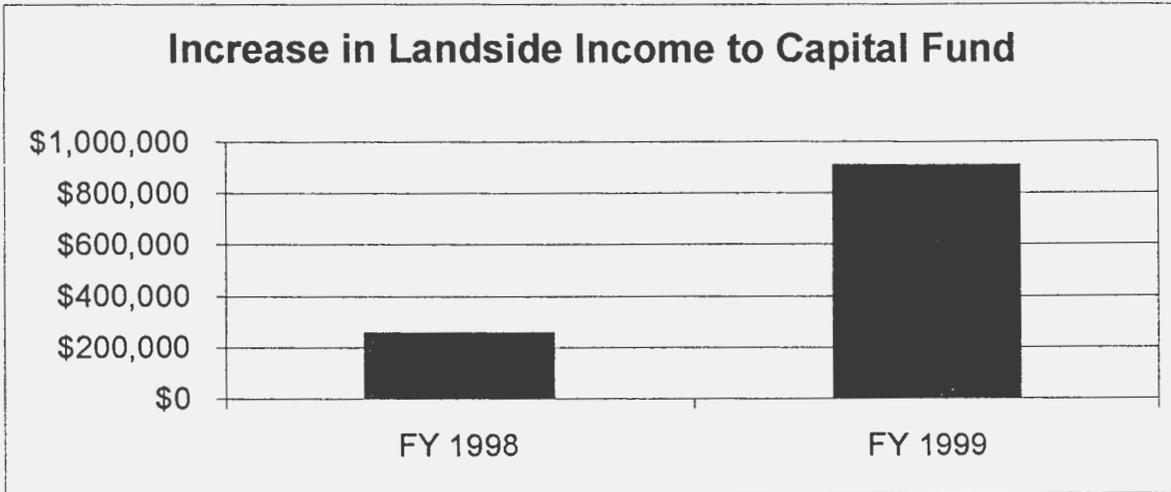
Outcome: The master plan was revised to reflect changes in the planned use of landside development spaces to accommodate better hotel and conference facilities, retail space and residential areas. The plan was also revised to reflect enhanced plans for the Cold War Submarine Memorial as funding and construction plans firmed up. The Cold War Submarine Memorial is now scheduled for dedication in conjunction with the celebration of the hundredth anniversary of the U. S. Submarine Fleet in the year 2000.

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

Outcome: During much of FY 1999, existing developers on several occasions entered into negotiations for modifications and/or transfers of previously negotiated leases in order to provide infusions of capital that would allow more rapid development of the leased parcels. Both the Patriots Point Board and Executive staff devoted much time and energy to ensuring that any such modifications or transfers enhanced the revenue flow in support of the Naval & Maritime Museum.

4. 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 \$907,456 during FY 1999. This includes income of \$251,636 from the Hilton Resort Hotel and \$65,820 from the Marina at Patriots Point that opened in early July. The College of Charleston Sports Complex also went into service during FY 1999 even though construction on the field house continued at year's end. The revenue from this complex significantly increased the capital fund for ship maintenance in FY 1999, as it included a one-time lump sum payment of \$500,000 in addition to an annual rental of \$90,000.



Priority 3: Administration

Program Budget:

State: \$0

Federal: \$0

Other: \$434,038.00

Total: \$434,038.00

FTE (including temporary staff): 4.00

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

The Administrative program's strategic goals are:

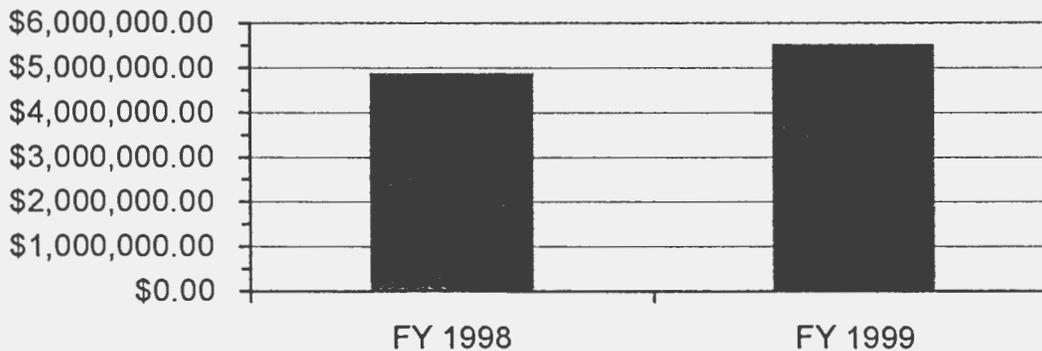
1. To establish a sound financial basis for the Museum and other Authority projects.
2. To improve personnel administration throughout the Authority.
3. To build the technological infrastructure for Museum activities in the twenty-first century.

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 13% to \$5,513,813.00 in FY 1999. This exceeded the operating income budget by \$481,100 or 9.6%. At the same time actual expenditures of \$5,243,647.00 exceeded the budgeted operating expenditures by only \$25,933 or 0.5%. Expenditures in 7 of 11 budget categories, including salaries, were under budget. Moreover, the only significant budget overages, \$198,929 or 31.8% in purchases for resale and \$13,688 or 18.8% in sales tax are directly related to the significant increase in sales and profitability in the retail sales department.

### Increase in Operating Income



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

Outcome: In FY 1999 the Authority continued to refine purchasing procedures to effect improved economy and adherence to state purchasing regulations. As suggested by the Legislative Audit Council review, the Authority requested a procurement audit by Budget and Control Board procurement staff. Field work for this audit was completed in FY 1999. The final audit report, while not yet available, is expected shortly. A personnel and procurement assistant was added to the Administrative staff to assist in procurement compliance monitoring and central supply ordering.

3. To improve human resource management and staff morale.

Outcome: While still not ideal, employee morale has improved significantly due to selective pay raises, increased access to training to improve job skills and options for upward mobility, a high-profile employee recognition program and use of an Employee Sounding Board. Additionally, all department heads and many middle managers attended "Bullet-proof Manager" training sessions twice a month to improve their staff management skills and provide a common leadership idiom for the Authority. All of the above have contributed to overall improvements in productivity and decreased staff turnover in most departments.

Priority 4: Youth Education and Leasing

Program Budget:

State \$0

Federal \$0

Other \$608,500.00

Total \$608,500.00

FTE (including temporary staff): 15.00

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

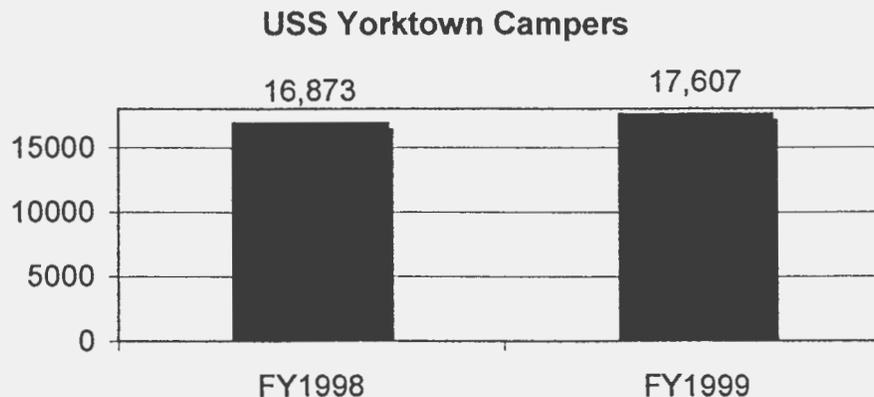
Program Objectives:

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

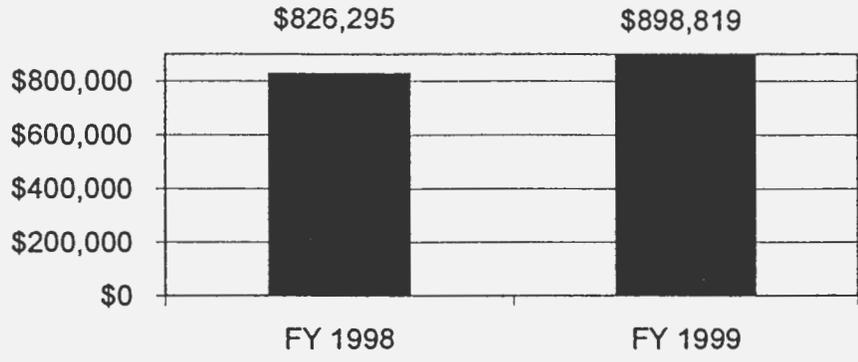
Outcome: In FY 1999, three new programs were developed and implemented. A History Seminar program for middle/high school students was developed. A Leadership/History Seminar program was developed and implemented for JROTC units. A Youth Leadership Conference program was developed and implemented.

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

Outcome: The youth camping program set a new participation record with 17,607 campers sleeping aboard USS YORKTOWN during FY 1999, an increase of 4.4% over the previous year. Monthly attendance records were set in five months: October, December, January and February. Three JROTC units signed up for the new Leadership/History Seminars in spring 1999; 110 cadets attended to start off this new curriculum. Our first Youth Leadership Conference was held in June 1999 with 34 students attending. Overall revenue from the Youth Education Department increased 8.8% to \$898,819.00.



# Youth Education Revenue



## Priority 5: Public Safety and Guest Relations

### Program Budget:

State \$0

Federal \$0

Other \$557,950.00

Total \$557,950.00

FTE (including temporary staff): 23.00

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 Authority switchboard during peak business hours. During FY 1999 this department was also responsible for supervision of the grounds maintenance program.

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. One incident of criminal activity was reported to the National Crime Information Center during FY 1999.

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 85 times.

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. The uniforms and dress code of all Public Safety staff have been changed to a more "friendly" appearance from the standard "security" look so as not to intimidate our guests.

4. To increase theft and vandalism deterrence in exhibits and collections areas.

Outcome: Public Safety staff consulted with the Director of Information Systems and Museum Collections to improve the security system. During FY 1999 appropriate alarms and television monitoring systems were installed in sections of the primary Collections Storage areas and research libraries. Designs have been completed for upgrading the Vietnam Support Base lighting system to improve observation in this landside exhibit area.

Priority 6: Volunteers

Program Budget:

State \$0

Federal \$0

Other \$34,375.00

Total \$34,375.00

FTE (including temporary staff): 1.00

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:

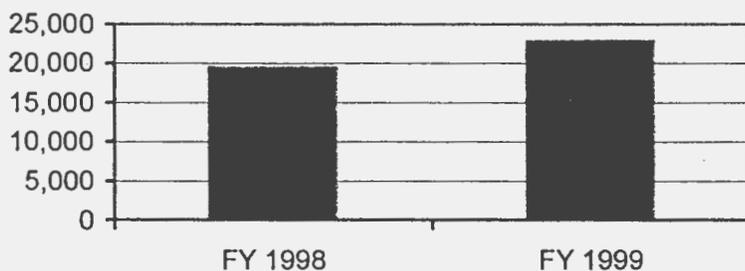
1. To enhance the Patriots Point experience for group and individuals by providing interesting and educational tours of the Museum ships.
2. To assist visitors to the Museum by providing information on the Museum ships and their associated exhibits at the main information booth and additional locations 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 22,889 youth, reunion groups and general visitors during FY 1998. Volunteer guides donated 2,134 hours to the Museum during the year. As many docents at Patriots Point are World War II combat veterans, 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 3940 hours during FY 1999. They provided directional guidance and historical information on the Museum ships, assisted in locating items of specific interest to visitors and served 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 1998 was 7,841 hours, a saving of \$47,044.80 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 670 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 Volunteer 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: \$461,486.00

Total: \$461,486.00

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 interior of the YORKTOWN island structure.

Outcome: After 25 years, the island structure - a visitor favorite - has been renovated to "in commission" status. Flag Plot, Pilot House, Bridge, Captain's Sea Cabin, Admiral's Sea Cabin, catwalks, ladder wells and passageways were scraped, primed and painted while scores of instruments, wheels, voice tubes, phones and other fixtures were restored to original condition. An extensive project requiring intensive effort, this project dominated staff time for much of the year.

2. To plan for reinterpretation.

Outcome: Thematic and design proposals were forwarded to the Patriots Point Board for study, consideration and approval. With conceptual approval, Exhibits staff has begun final designs for new exhibits and reinterpretation of existing exhibits. Execution will require a minimum of three years. One of the first major needs, a large tour map near the YORKTOWN entrance and similar tour information tables near the beginning of the major tour routes, was completed in FY 1999.

3. To prepare an illustrated book on Patriots Point featuring all ships, aircraft, memorials and major exhibits.

Outcome: A 160-page book on Patriots Point was published in the spring of 1999. This book serves as a training manual for all staff, especially new Public Safety and Volunteer personnel, in addition to serving the public relations needs of the Museum. Offered for sale in the Ship's Store, the cost of the book will be recovered and eventually produce a profit.

4. To renovate existing exhibits, including missiles and flight deck equipment, and to continue to clean exhibits on a regular schedule.

Outcome: The primary emphasis in FY 1999 was on landside displays. Large ship models, three-inch guns, 40mm twin and quad mount guns, torpedoes, missiles, a lifeboat and large Civil War era cannon were cleaned, scraped and painted. In addition, several exhibits on the museum ships were refurbished, including the Butler display aboard USS LAFFEY and the Monterey Room and flight deck ordnance aboard USS YORKTOWN. Cleaning of exhibits on a regular basis continues and has proved to be one of the efforts most appreciated by museum visitors.

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

Outcome: One "Huey" helicopter was repainted and a second prepared for repainting. Renovation of the interiors of both helicopters was completed in FY 1999.

6. To provide specialized assistance to other departments.

Outcome: Graphic Arts produced over a thousand photographs, signs, banners and plaques for other departments. Woodcraft technicians built shelves, ticket stands and replaced broken glass and plexiglas, while everyone in the department has assisted in preparing areas in conjunction with flight deck renovation.

7. To assist other museums.

Outcome: During FY 1999 the Museum assisted the Mariners Museum in Newport News, Virginia, with a loan of 10 Ready Room chairs, loaned a large aircraft carrier model to the Naval War College Museum in Newport, Rhode Island, and assisted the new South Carolina National Guard Museum with Graphic Arts support.

8. To continue work on a "command study" book on leadership.

Outcome: The manuscript for this book is now 80% complete.

## Priority 8: Information Systems and Museum Collections

### Program Budget:

State \$0

Federal \$0

Other \$138,456.00

Total \$138,456.00

FTE (including temporary staff): 2.5

**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 Authority 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 Authority activities in the 21st century.
2. To improve communications internally among Patriots Point personnel and externally with the Authority'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 maintain Year 2000 compliance for all administrative computer and telephone hardware and software, meeting all reporting and remediation requirements imposed by the legislature or regulatory agencies.

**Outcome:** Initial certification of all systems and written contingency plans were completed prior to the beginning of FY 1999. A few potential problems arose in the course of FY 1999, though no systems actually failed. All issues were resolved in the same quarter in which they were discovered. All required Year 2000 reports were filed and published prior to the stated deadlines.

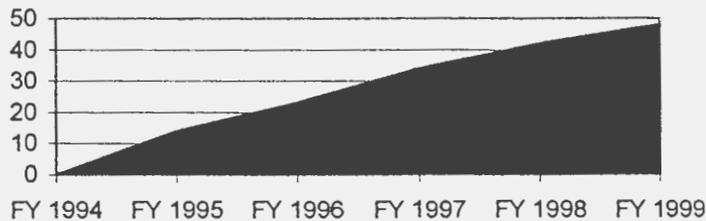
2. To maintain and enhance existing computer/communications network infrastructure in support of the strategic needs of all departments.

**Outcome:** In FY 1999 the department expanded the existing computer network with a high speed fiber optic link down the pier from USS YORKTOWN to allow network access for landside locations, such as the retail Pavilion and the temporary office spaces for Finance and Personnel. As part of this project, additional telephone cables were run to accommodate future landside construction and allow relocation of additional staff off the ships in future years with minimum disruption of services to the public.

3. To expand the existing computer network to better serve all departments and facilitate internal and external communications.

**Outcome:** By the end of FY 1999 all department heads and senior managers had access to the computer network via a computer designated solely for his/her use. In addition, most members of the Public Safety staff, many volunteers and selected members of other departments had network access through centrally placed computer systems. All users with computer access also have internal electronic mail accounts. Nearly a dozen members of management or technical staff also had internet and external email access at the end of FY 1999 and plans were underway to drastically expand these numbers in FY 2000.

### Network Capable Computers Available at Patriots Point



4. To improve the ticket purchasing experience for Museum visitors and increase detail in visitation reports for Finance, Retail Operations and other departments.

**Outcome:** The department worked with the Director of Retail Operations to acquire and install a new computerized ticket system and high speed ticket printers. This system has not only significantly reduced lines at ticket windows during peak periods but also allows more detailed tracking of visitation patterns and types of tickets sold, which in turn permits more effective budgeting and deployment of personnel in visitor support positions. Plans have already been made to expand this system to the Youth Education shipboard programs in FY 2000.

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

**Outcome:** The department worked with the Director of Maintenance and Engineering to select a computerized maintenance management system (CMMS) to improve materials management, scheduling of staff and equipment and planning of recurring maintenance tasks in order to provide better maintenance of the museum ships, equipment and landside structures at lower cost to the Authority. An appropriate solution has been identified and will be deployed during FY 2000. The department also researched Window-based point of sale systems (POS) to replace the outdated system currently in use in the Ship's Store. Final selection and deployment of this system has been postponed until FY 2000 to avoid "technology overload" among Retail Operations staff.

6. To continue the "shelf audit" of items on exhibit or in storage and complete recataloguing the research library.

**Outcome:** During the first three quarters of FY 1999 staff shortages and the need to relocate unexpectedly large quantities of historic artifacts from exhibits during flight deck repairs adversely impacted both the shelf audit and the library recataloguing project. Nonetheless, staff inventoried more than 5,000 items and completed condition evaluations and photography of dozens of other items temporarily removed from exhibit during FY 1999. New books purchases and donations and several hundred periodical items were catalogued, although the final relabelling and reshelving was not completed in FY 1999 as planned.

7. To respond promptly and completely to internal and external requests for research assistance in areas dealing with naval and maritime history and/or the history of Patriots Point.

**Outcome:** Despite staff shortages through much of FY 1999, more than 85% of all general research requests received a written or telephone response within 24 hours.

Priority 9: Marketing

Program Budget:

State \$0  
Federal \$0  
Other \$350,650.00  
Total \$350,650.00

FTE: 2.00

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:

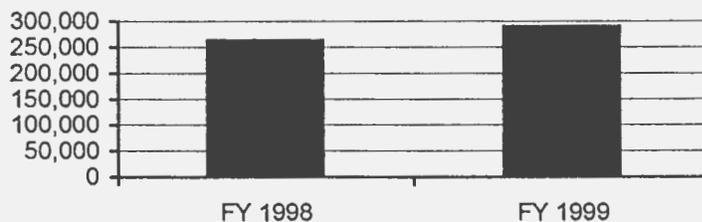
1. To inform the local and national audience about the programs and facilities available at Patriots Point.
2. To increase visitation to the Patriots Point Naval & Maritime Museum.
3. To provide liaison and public relations support to both the Patriots Point Development Authority Board and the Museum's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

Program Objectives:

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

Outcome: The Museum achieved new monthly records for overall attendance in April, September, November and December. During FY 1999 paid attendance was 292,181, up more than 10% from FY 1998.

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



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

Outcome: In FY 99 the "To The Point" newsletter released three editions with a circulation of 5,000. Over 250,000 general brochures were distributed in various locations, such as trade shows, hotel lobbies, visitor centers, and the Charleston Visitors Bureau. Fourteen news releases on various activities at Patriots Point were distributed to local and statewide media with nine 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 Authority clipping files indicate that Patriots Point appeared in news related articles over 30 times. Publications in California, New York, Texas, Florida, Georgia, North Carolina and Japan have made mention of the Patriots Point Naval & Maritime Museum.

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

Outcome: Patriots Point hosted its third annual July 4th Family Affair celebration early in FY 1999. 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: The new ticketing system implemented in FY 1999 allows Marketing staff to track current coupon advertising placement along with group sales and other categories.

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

Outcome: In FY 1999 Patriots Point attended and made presentations at two tour bus seminars which allowed staff to better understand and establish visibility for the Museum in that industry. The Museum also established 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 every other month through FY 2000.

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, the Advertising Federation of Charleston, 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, Leadership Charleston and the Berkeley County Advisory Board.

Priority 10: Retail Operations

Program Budget: State \$ 0

Federal \$0

Other \$940,500.00

Total \$940,500.00

FTE (including temporary staff): 14.00

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 adult and juvenile visitors by providing appropriate mementos and educational materials.

Program Objectives:

1. To generate \$1,213,900 in gross sales during FY 1999.

Outcome: The Retail Operations staff achieved gross sales of \$1,497,977 in FY 1999, surpassing a previous record set in FY 1998 by 19.8%. This total also exceeded the budgeted revenues from Retail Operations by 23.4%.

### Retail Operations Gross Revenues

