

Minutes of the Patriots Point Development Authority 526th Board Meeting, 9:30 A.M., Friday, March 18, 2022, Leadership Training Facility, Patriots Point Naval and Maritime Museum, Mt. Pleasant, South Carolina.

MEMBERS PRESENT: Wayne Adams, *Vice Chairman*
Susan Marlowe
Zeb Williams
Mayor Haynie
Darwin Simpson

MEMBERS PRESENT BY PHONE: Pat Waters

OTHERS PRESENT BY PHONE: Marc Fogl, *Strategic Planning Consultant*
Kelly Varian, *Strategic Planning Consultant*

STAFF PRESENT: Rorie Cartier, *Executive Director*
Tiffany Sanchez, *Executive Assistant*
Nick Magar, *Chief Financial Officer*
Mike Hastings, *Operations Director*
Keith Grybowski, *Education Director*
Melissa Buchanan, *Curator*
Meredith Kablick, *Registrar*
Sarah Edmiston, *Camping Director*
Chris Hauff, *Marketing*
Katisha Beanland, *Marketing*
Sylvia Wasden, *HR Director*
Terry Ansley, *Property Manager*

OTHERS PRESENT: Bill Craver, *Legal Counsel*
Brandon Dermody, *Southern Strategy*
Tommy McQueeney, *NMOH LEC*
Tom Mundell, *NMOH LEC*
Clark Chauncey, *Yorktown Foundation*

Mr. Wayne Adams called the meeting of the Board to order at 9:30 A.M.

Prior to the meeting, a copy of the proposed agenda was distributed via electronic mail to the Board members, media and designated guests.

A hard copy of the Strategic Planning presentation was distributed to Board members at the start of the session.

A. ADOPTION OF PROPOSED AGENDA

Mr. Wayne Adams asked for any changes to the proposed agenda. The agenda was unanimously approved as presented.

B. APPROVAL OF PREVIOUS MINUTES

Mr. Wayne Adams asked for any changes to the minutes presented. There being no proposed changes, the minutes were unanimously approved as presented.

C. STRATEGIC PLANNING UPDATE BY VOGL CONSULTING

Mark Fogl reported the following:

- Phase 2 of Strategic Planning has begun; including research and interviews with other museums/similar business entities, guests, and volunteers. Compiling a 5-year plan with preliminary directives.
- A meeting will be scheduled to meet with the Board individually to discuss the plan in April. April-June, fostering big ideas and milestones will be discussed
- The data shows that Patriots Point earning revenue is strong
- Pre-Covid staff levels have doubled since February; figuring out the right size to keep Patriots Point operational
- Attendance is rebounding to its 2020 numbers and increasing
- There is a small revenue gap for each guest experience at \$45
- Patriots Point staff were interviewed in February for core strengths and areas of improvement.
- Strong areas are Outreach/Overnight, committed staff members, strong respect for leadership, Development, and the Yorktown Foundation.
- Areas of Improvement are establishing a core identity and focus of the museum (Education vs. a local attraction). Maintenance of artifacts needs improvement. Continued staff turnover and lack of organizational professionalism. The systems for maintaining a million dollar institution are under developed—staff need support via improved infrastructure and structured operating systems. The combination of robust support from the state/other organizations and the current revenue could guide Patriots Point to a healthy financial state.
- Preliminary phone calls with each Board member were requested prior to the next meeting on April 25th.

Wayne asked a follow-up question about what the Board should expect during the upcoming meeting on April.

Mark explained that they will be sharing data from their external research from focus groups/experts for benchmarking, preliminary strategic directives, and long term objectives of the first draft goals.

D. COMMITTEE REPORTS

Wayne introduced Tommy McQueeney with the National Medal of Honor Foundation.

Tommy reported the following:

- Tom Mundell is the new CEO and Chief Development Officer; he is now in charge of the fundraising campaign.

- Tommy McQueeney discussed the higher ed. certificate program called *Medal Program* as a means to be more than just a museum and establish educational initiatives on a national level.
- They are working on a collaborative agreement with the Moore School in Columbia, SC.
- Meetings are being held with the Citadel in Charleston, SC.
- \$45M was initially proposed but has since been changed to \$62M for the sake of program sustainability; largely because prices are going up one percent every month. Cost breakdown is \$30M for the building, \$12M for the exhibits, 10% for contingencies, \$9M for education platforms and \$3M-\$4M for sustainability funding.
- Fundraising initiatives with public and private institutions look very promising.

Susan reported the following about Education, Overnight, and Museum Services:

- Meredith Kablick is the newest Museum Registrar for Patriots Point.
- Via Mike Hastings report, landside artifacts will need to be rehomed. Negotiations are happening with a museum in Galveston, TX. The donation of these artifacts is in compliance with the museum policy written in 2018.
- Restoration in the Vietnam Experience area has been rebuilt and restored; to include the Mess Hall and gate surrounding the area.
- Tire replacements on the aircrafts are complete and were funded by the Yorktown Foundation.
- The Clamagore is being evaluated for salvageable artifacts.
- The Education department is working in collaboration with Columbia on curriculum and core needs.
- Distance learning is no longer desired; students prefer in-person visits to the ship.
- Teachers Conference: 28 out of 78 districts have signed up teachers to come in June.
- Flight Academy issues have been resolved and will be modified to service more students.
- Teaching positions in Education department are still hard to fill.
- Overnight camping has restarted in January and has quickly gained traction. \$260K in revenue and 5,000 guests are expected by June. A program capacity increase from 200 to 300 was approved in the Education, Overnight, and Museum Services committee meeting.

Wayne asked for another vote to expand the capacity limit for overnight campers. The expansion was unanimously approved.

Wayne reported the following about the Development Committee:

- The Land Disturbance approval is still pending.
- Work on the intersection will begin in two to three months.
- Rorie and Bill Craver are still working on a resolution with the DNR on Easement.
- Mediation is scheduled for March 30th for the New Year's litigation case.
- Rorie will be attending the JBRC meeting in May

Darwin reported the following about the Finance Committee:

- \$700K loan has been paid to the state
- There is total revenue amount of \$7.9M compared to \$6M last year.

E. EXECUTIVE DIRECTOR'S REPORT

Rorie reported the following:

- Strategic Planning has been engaging to our staff
- Upcoming Events: Medal of Honor Day, Vietnam Veterans Day, "To What Remains" documentary showing, and James Scott *Doolittle Raid* presentation.
- Staff shortage has continued to be an issue. We are currently 60% staffed and this remains a nationwide issue.
- Interviews for the Visitors Services and IT Director positions have started.
- Beta-testing for discounted Second-Day Passes has begun
- Schools who were booked for virtual programs are not transitioning to in-person

F. USS CLAMAGORE

Wayne reported the following:

- Bill Craver submitted a drafted resolution for the Boards consideration.

Darwin made a motion to approve the resolution to recycle the Clamagore. The motion was seconded by Mayor Haynie and passed unanimously.

G. PUBLIC COMMENTS

There were no public comments.

H. EXECUTIVE SESSION FOR THE PURPOSE OF DISCUSSING CONTRACTUAL, LEGAL AND PERSONNEL MATTERS PERTAINING TO PATRIOTS POINT DEVELOPMENT AUTHORITY.

No comments for Executive Session.

I. NEXT SCHEDULED PPDA BOARD MEETING, MAY 20, 2022

J. ADJOURNMENT

With no further business, the meeting was adjourned at 10:37 A.M.

Respectfully submitted,

Tiffany Sanchez, *Recording Secretary*

Rorie Cartier, PhD., *Executive Director*