

PHILADELPHIA SHIP PRESERVATION GUILD STRATEGIC PLAN

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Executive Summary

Background

The Philadelphia Ship Preservation Guild has served the Philadelphia community for 20 years, uniting volunteerism with historic preservation. The Guild's primary preservation projects, the tall ship *Gazela*, the tugboat *Jupiter*, and its work barge *Poplar*, exist today through the concerted efforts of volunteers and financial supporters.

The *Gazela* is a wooden sailing ship, built as a fishing vessel by the Portuguese near the end of the 19th century. She served the fishing industry until 1969, when America was putting men on the moon. Her lines are beautiful, her construction, an architectural wonder. For the last thirty years, she's been a fixture in Philadelphia, bringing education programs and sailing adventures to hundreds of people. But docked in the Delaware's fresh water has also endangered this vessel. Wood is prone to a variety of biological hazards. Wooden ships require regular care and a ship of the size of *Gazela* requires substantial care.

The tugboat *Jupiter*, built in 1902, played a significant role in the development of commerce and transportation in the Delaware Valley. She is believed to be the oldest tug still active that represents the work of Philadelphia shipyard Neafie & Levy. Since 1989 *Jupiter* has offered visitors and volunteers the first-hand experience of being aboard the workhorse of the region's historic maritime industry. Although her hull is metal, *Jupiter* is also subject to the same natural processes that deteriorate all docked vessels and she, like *Gazela*, requires regular care to address those processes.

Both vessels bring a wealth of opportunity to the city and its population. The ships have represented Philadelphia in many public festivals, both in town and away. *Gazela* has appeared in Tall Ship parades from San Juan, Puerto Rico to Halifax, Nova Scotia. At home, the ships serve as tourist attractions, riverside reception venues, educational opportunities and volunteer activities.

The Guild is increasing focus on its challenges, among which are limited funding, lack of public relations, volunteer turnout, and a need to raise capital resources to repair both aging vessels. In July, the Board of Directors embraced new energy and appointed a five member Strategic Planning committee to begin work on this five-year plan with the goal of addressing the challenges of improving public relations, development and restoring the vessels.

This Strategic Planning committee focused on several areas of shared interest including

but not limited to:

- *Coordinating the organization to help implement projects;*
- *Expanding educational programs to train Crew, recruit volunteers, provide cooperative programs, and grow awareness for the Guild;*
- *Maintaining and preserving the Guild's historic vessels; and*
- *Increasing operation of these vessels both dockside and underway.*

Of immediate importance, the Gazela and Jupiter are in need of capital funding to repair or rebuild their hulls. Jupiter's work is estimated at \$400,000 and Gazela's work could run into the millions. For Gazela, this work is critical. Replacing the wood within five years may well keep the ship going for years to come. Postponing the project beyond five years could easily make repairs too expensive to begin.

Several key initiatives have already been implemented. In December, the Board hired a capable Marketing and Development staff person to increase community awareness for the Guild and help generate funding for projects. The Board of Directors is also working to expand its impact through the recruitment of new Directors with specialized expertise.

Training efforts and communication between Guild leadership and volunteer members continues to improve, shown by the appointment of Volunteers to key positions and committees. The use of surveys and meetings provides a forum for Guild members to gather information and share ideas. The circulation of Weekly Updates and Small Stuff newsletters helps to provide information throughout all levels of the organization.

Document Overview

This document emphasizes four strategic areas of focus. Ship Maintenance, Ship Operations, and Education & Community Outreach are the organization's mainstay with Guild Development being a critical factor to support each of the prior three activities.



Detailed information on each goal and prioritized tasks will be addressed over the five-year planning period (2008-2012). Implementation of the initial tasks in Years 1 and 2 (2008 and 2009) will provide the foundation on which all future actions will be developed. Intended as a "living" document, additional tasks may be added in Years 3

to 5 (2010-2012) as the Guild accomplishes goals and new needs emerge. The document concludes with three appendices, which include a plan budget, a summary table noting goals and prioritized tasks by year, and results from the Guild planning survey.

Coordination between Volunteers, Staff, and Board members, sustained over the five-year planning period, will position the Guild to capitalize on emerging opportunities and develop new projects aligned with the mission and benefiting the City of Philadelphia. The Guild's historic vessels, volunteer preservation projects, and growing outreach programs are a vibrant community resource uniting people from all walks of life. Together, Guild members preserve a maritime heritage, share friendship and adventure, and participate in hands-on projects.

Recommendations

The Strategic Planning Committee requests the Board establish a leadership team of Board and Guild members to facilitate the implementation of the Plan in general, and the Guild Development strategic area in particular. This team should be established within two (2) weeks of approval. Tasks should be delegated to individuals and/or groups responsible for implementation, with sufficient authority and accountability to carry out the implementation.

Additionally, the Committee requests the President provide detailed status updates to the Guild membership using electronic and hard copy publications. The Strategic Planning Committee recommends Volunteers, Staff, and Board annually review the Plan with an eye to update, amend, and/or expand as appropriate.



Guild Development

Introduction

Guild Development focuses on improving the organization's ability to advance the mission of preserving and operating historic vessels. This section sets four strategic goals to improve: Administration, Publicity, Facilities and Finances.

The Strategic Plan envisions a future where the Guild grows in size, both in membership and in revenue. The Guild has survived many years, relying on volunteers to deliver the key administrative needs. However, to fully fund the capital repairs needed for Gazela and Jupiter, as well as ensure proper annual maintenance, the Guild ability to generate awareness, membership and money will need to radically improve over the

next five years.

The hiring of the Development and Marketing Director was timely and necessary. The Guild should work on funding needed to hire a shipwright to ensure that full-time, professional leadership is brought to bear on the annual maintenance for both ships. Education is another strategic area to be improved. With sufficient funding, an educational professional should be added to ensure full-time staffing during the week. Adequate funding must be in place for all hiring decisions.

The Board needs to continually recruit and develop its members. The Board bears governance as well as financial responsibilities to the Guild. The Board membership should work towards a balanced mix of maritime and educational professionals, business leaders, and political appointees. It would be in the Guild's interest to develop an Advisory or Honorary Board to connect interested supporters more closely to the fundraising efforts.

The Guild needs to find facilities to perform its maintenance and store equipment and lumber. Ideally, a dock in Philadelphia can be located to perform the necessary repairs to Gazela's hull. A marine railway will be needed to work on Jupiter.

Communication is critical during this reorganization and growth. Job descriptions and organization charts for volunteers, employees, and board members should be published. Volunteer opportunities abound within the reorganization; these opportunities should be publicized to encourage participation. Donor lists and contacts should be maintained in the office, to ensure complete communication throughout the organization. The Guild's data systems should be evaluated and improved, if necessary.

The Strategic Plan recommends the series of tasks described below to be accomplished sequentially over the five-year time frame of 2008-2012. The scope has been limited specifically to create a mission-driven check list of "things to do" in order to achieve results.

Year 1 (2008) Guild Development Task Description

The tasks that have been started are noted with an asterisk "*" per the summary table below.

Goal: Administration

- The recruitment of additional Board Members with specialized expertise to specifically address Guild Development goals in the Strategic Plan.
- The formation of an Advisory Board Committee consisting of 15 and of no less than 10 members to assist in undertaking the Guild Development tasks. The Advisory Committee shall be made up of Guild Volunteers, maritime industry representatives, port officials, ship captains, community leaders, event planners,

trades people, journalists, bankers, wedding planners, elected officials, photographers and others who have an interest and the capacity to support the Guild's mission. Acting in a non-voting support role to the Board, Advisory Board members are asked to assist with special projects.

- *The hiring of a Marketing & Development staff person to help establish operating procedures, promote the Guild, and generate funding for priority projects aligned with the mission, the Strategic Plan, and the forthcoming Marketing Strategy.
- Post the related job description on the Guild website to ensure Volunteer and Board members are aware of the staff person's role and responsibilities.
- Create and post written leadership roles for Volunteers, Staff, and Board members on the Guild website. This information will assist in the delegation of task assignments and clarify responsibilities.
- Develop a list of Volunteer project opportunities including a description of the project, time commitment and service, and publicize said list using the Guild website, Weekly Updates, and the Small Stuff quarterly newsletter. Such information will help recruit volunteers and accomplish focal projects.

Goal: Publicity

- *Set achievable targets to place the Guild into media venues (television, print, radio, web (other than Guild website – such as: social networking, podcast, Youtube, and ads on other websites).
- *Develop and market a Guild speakers bureau
- *Develop supplemental print materials for all activities: including a general sales brochure, event-specific brochures, new membership materials, fundraising appeals, posters, post-cards, web banners/ads, and business cards. These materials should be updated often, always feature the Guild's current "logo," and contact information and reflect the latest information on the Guild; specifying the mission, focal programs, projects, goals, and accomplishments.
- *Develop website to reflect goals of strategic plan and serve as a communications hub for the Guild. Including posting Marketing & Development job description, volunteer project opportunities, and organizational charts. Emphasizing online funding opportunities and recruitment of new members. Use website as a central source of advertising for fundraising, volunteer recruitment and awareness events.

- *Revise and update media contacts, establish a standard press release format and create public relations procedures. Develop personal media contacts. Develop new press kit.
- *Develop new signage for Gazela, Jupiter, and Poplar.
- Align publicity priorities to support “Facilities Goals, Finance Goals Education Goals, and Operations – Events & Scheduling Goals” as necessary. For example: “Facilities Goals” = creation of a graphic presentation showing Gazela in drydock - to present to potential donors.
- *Revise and publicize membership and event/program price and policies
- Establish a graphic Annual Report to publicize the Guild’s financial responsibility and adherence to mission – publish on website
- *Develop ways to measure publicity / marketing effectiveness

Goal: Facilities

- Secure a location for wood storage. A storage facility will enable the anticipated expansion of ship maintenance activities over the five-year planning period.
- Develop a coalition to support the Guild’s mission per the proposed waterfront redevelopment at Penn’s Landing. The coalition could help to leverage funds and secure a permanent facility for materials and multiple ships, while providing for ship maintenance and interpretive programs.
- Secure a long-term maintenance contract with the owner’s of the tugboat Jupiter to protect the Guild’s investment in the maintenance and upkeep of the ship.

Goal: Finances

- Identify funding sources, develop a donor list, and establish a standardized donor tracking and acknowledgement system. The system should store the interests of the funder, average size award, board members and their affiliations (where appropriate), application procedure, submission time frame, indication of in-kind or matching contribution, applicable Guild project and supporting documents, relevant media stories, letter(s) of support, and contact information (i.e. name, address, telephone number, fax number, email, and/or website) for the funder and/or donor. This system should be pursued to retain critical and up-to-date information on current and prospective donors, while ensuring the timely and consistent acknowledgement of all gifts received.
- Schedule fundraising events to recruit volunteers and cultivate donors. Related

outreach should start with informal presentations and networking to expand community awareness for the Guild and build a constituency. As public awareness for the Guild increases, the fundraising events should increase in scope and frequency.

- * Conduct a professional financial annual audit to ensure the accuracy of all records and provide the results of the audit to the President and Board, then address it at the Annual Meeting

Year 2 (2009) Guild Development Task Description

Goal: Administration/Staffing

- Develop and adopt Guild governance procedures to ensure teamwork, consistency, and accountability, in all Volunteer, Board, and Staff related business.
- Hire a Ship Coordinator to oversee all ship-related preservation, maintenance and operations activities. Ideally this person has trained as a shipwright and will fully integrate volunteers into the maintenance program.
- Refine volunteer tracking to ensure that hours contributed and services provided are accurately reflected in Guild records.

Goal: Publicity

- Set higher achievable targets to place the Guild into media venues (television, print, radio, web, etc).
- Continue to develop and market a Guild speakers bureau
- Review and revise current print materials and develop more supplemental print materials for all activities as necessary.
- Review website and revise as necessary to continue to reflect goals of strategic plan and serve as a communications hub for the Guild. Add special features such as downloadable forms for educational programming, possible web-based merchandise store, etc.
- Revise and update media contacts, continue to develop relationships with media contacts. Review and update press kit.
- Begin increase outreach to national/international audience
- Establish a yearly timetable for annual giving campaigns, membership drives, and annual fundraising event(s).

- Review ways publicity/marketing is measured and revise as necessary

Goal: Facilities

- Expand the Guild's storage facilities as escalating ship preservation, maintenance and operations require larger quantities of lumber, fasteners and tools on-hand.
- Secure free parking to provide an incentive for Volunteers, Staff, and Board members working for the Guild at Penn's Landing.

Goal: Finances

- Expand fundraising events by increasing their frequency and diversifying donors. Explore opportunities to obtain business and donor sponsorships to help offset the cost of holding such events

Years 3-5 (2010-2012) Guild Development Task Description

Goal: Administration/Staffing

- Assuming funding is in place for the Gazela toptimber repair, begin to hire a professional crew to undertake the capital project. This crew, supplemented by volunteers, will be led by the Guild's shipwright
- The Board should continue to ensure the Guild is fully staffed and should recruit sufficient numbers of board members to support its mission.
- The Board and Staff should ensure the Guild is fully funded to meet demands of organization.

Goal: Publicity

- Communicate regularly in media venues about toptimber project and related activities.
- Develop a yearly schedule that includes ship related events in other ports and feature it prominently on the Guild website.
- Create publicity campaign to ensure membership and volunteer support will continue during drydock. Look at time in drydock as an opportunity for increasing local interest and support in Gazela's future.
- Prepare to promote/feature Jupiter for events and port visits during Gazela drydock
- Begin to prepare publicity campaign for "re-launch" season following toptimber

project.

- Continue to measure publicity / marketing outcomes and adjust as necessary

Goal: Finances

- Expand outreach, education, Volunteer training, and fundraising events. Pursue opportunities to engage new partners and underserved communities.



Ship Maintenance

Introduction

Ship Maintenance defines how the Guild will maintain and improve the physical condition of its vessels over the next five years. Good physical condition of the ships is critical to the success of the Guild and its programs.

During the Guild's ownership of *Gazela*, the ship has undergone several major repair efforts. In 1985-86, *Gazela* had copper sheathing installed on the hull, replacing the old Portuguese sheathing. During the winter of 1991-92, the Guild had her bow and stern rebuilt. Various planks were replaced between 1992 and 2000. From 2000-2003, a new deck was installed together with electrical and sanitary systems.

Recently, a professional survey was performed on *Gazela*. The results of the survey recommended that *Gazela*'s hull, specifically the frames and planks from the deck to the waterline be repaired. This is a project that will likely last two to three years, making it one of the largest that the Guild has ever undertaken. Given the scope of the project, the Guild will need to raise sufficient funding to obtain sufficient lumber, fasteners, and sheathing before hiring the work crew. While the Guild should start the repairs as soon as possible, realistically the work is not projected to start until Year 3.

The *Jupiter* is also in need of repairs. That vessel needs hull and propulsion work, as well as a new weather deck and pilothouse. The work barge *Poplar* should also get hauled out of the water and have new steel welded to reinforce her hull.

These capital projects serve as the focal point for the entire Strategic Plan. Each project will require the active participation of staff, volunteers, and skilled craftsmen to improve skills, funding and awareness of the project. The maintenance projects will have tremendous benefit to the Guild and the region, providing unique educational opportunities to the region's public.

Maintenance comprises two main areas. The first area concerns annual maintenance or the efforts needed each year to ensure the ships are outfitted and ready to greet visitors and sailors alike. Detailed lists of annual maintenance efforts may be found in Appendix 2.

The second area encompasses all aspects of the long-term capital projects and is specified below.

Year 1 (2008) Ship Maintenance Task Description

- * Form Marine Committee to review capital maintenance needs of Gazela, Jupiter and Poplar. This Committee shall recommend priorities for Gazela's major repairs, identify strategic needs, and set preservation standards.
- * Appoint department heads to manage/supervise primary maintenance areas for Guild's vessels. Bolster volunteer foremen staffing.
- Develop detailed, annual maintenance plans for each vessel, including schedules, manuals, materials lists and skills lists. Identify which work can be accomplished by volunteers and provide a training ground for developing ship preservation skills.
- Set annual budgets for materials acquisition, i.e. frame and plank stock, copper sheathing, fasteners.
- Acquire wood once adequate storage facility located (see Guild Development, page 6). Lumber needed for Gazela will need as much time to dry as possible.
- Ascertain whether Dry Dock #1 at the Philadelphia Navy Yard would be available to serve as a construction facility for Gazela. This is currently occupied by K-Sea and will revert to Urban Outfitters control in summer 2008. If dry dock not available, find available slip on Delaware River with sufficient depth and dock space to perform work.
- Acquire spar stock sufficient for 2 masts and 4 yards or gaffs for Gazela.
- Improve pumping capacity on Gazela.
- Improve Jupiter's capability to achieve a dockside Certificate of Inspection with the US Coast Guard.

Year 2-3 (2009 - 2010) Ship Maintenance Task Description

- Purchase Wood-Mizer hydraulic sawmill with the 24' extension (estimated price \$28,000). Lumber prices double at each step of processing. A white oak log might cost \$.50 per board foot while a milled piece could cost more than \$6. Volunteers can help mill the necessary lumber with the right equipment. Wood-Mizer's have a high resale value.
- Build relationships with area developers and wood lot owners to solicit white oak, black locust, and European larch logs.
- Replace Gazela's fore topmast
- Haul Gazela to evaluate hull below the waterline and to mount the new rudder.
- Engage marine railway to haul Jupiter and fix hull and propeller.

Year 4-5 (2011-2012) Ship Maintenance Task Description

- Begin to hire work crew and foreman for hull project
- If work possible in Dry dock, include Poplar in overall project for tool access and hull repair
- Begin topsides work on Gazela



Education and Community Outreach Plan

Introduction

Education and Community Outreach are envisioned as vital tools helping to keep our historic ships operational. This area has been broken down into two distinct areas: (1) Volunteer Training and (2) Classes to the Public.

Crew needs and vessels will then define these areas further. Each program offered will have specific planning tailored to the group or groups involved. The overall plan will only give an overview of projects that may be utilized but will need constant review and

modification. Educational needs are never stagnant and change constantly so this area must be flexible.

Persons directing this area need a working knowledge of educational planning, curriculum writing, and 3-5 years of traditional sailing and/or hold a USCG license. Contact with schools, volunteer groups and the public must be done with an understanding of the educational perspective. This can be accomplished through volunteers initially, but the Guild should eventually hire a professional educational director.

Volunteer Training

The constant demand for new volunteers presents a unique challenge to ongoing education and outreach. Experienced volunteers need to be encouraged to become the upper level that passes on the necessary skills through classes to more inexperienced volunteers.

Year 1-2 (2008 - 2009) Volunteer Training Task Description

- * Develop volunteer skills through maintenance classes
- * Expand the number of instructors training the crew
- * Initiate a mentor training program for introductory crew training classes, utilizing experienced volunteers to teach basic seamanship.
- Build a docent training program to support dedicated interpreters of the Guild's mission without delaying preservation efforts.
- Revise manuals and develop new manuals for areas of concern
- Build training program for mate trainees

Year 3-5 (2010 - 2012) Volunteer Training Task Description

- Maintain, expand and modify programs
- Evaluate and enhance advanced training
- Docent support in all port visits and during all open ship events

Classes to the Public

It is of paramount importance that Philadelphia recognize the Guild as the place to come for maritime skill training for all ages. The Guild will expand the programs offered to the public through individuals, schools, community groups and corporations. This type of cooperative programming will develop new partnerships, share skills and provide the community with a unique educational service.

Year 1-2 (2008 - 2009) Public Classes Task Description

- *Expand class offerings to the public for all ages
- *Initiate contact with area schools for classes or visits
- Develop class offerings in “outside” venues such as clubs, youth groups,
- Develop and train educators for community outreach and classes

Year 3-5 (2010 - 2012) Public Classes Task Description

- Initiate an experiential education program (also known as “hands-on” education)
- Contact groups such as Elderhostel, Outward Bound for joint ventures
- Develop cooperative programming with other maritime organizations such as the Seaport Museum, Maritime Academy, Sea Scouts, Sailing Clubs, etc.
- Establish a corporate team-building program with local or regional Corporations



Ship Operations

Introduction

Ship Operations focuses on the effort to keep the Guild’s vessels operating safely, providing exposure both in Philadelphia and beyond. To quote Joseph Conrad, "In port, ships rot and men go to the devil." Gazela and Jupiter need to periodically get away from the dock, applying the classes and drills provided by the Guild. Ideally, Gazela will be scheduled for at least one “two to three week” trip per summer, providing adequate time to experiential learning and port exposure.

Since the Guild was formed, hundreds of men and women have sailed or worked on Gazela. Shipwrights and professional mariners have gained valuable experience serving alongside volunteers. The Guild boasts of connections to a number of sail training programs in the United States. People who started their careers with, or passed through, the Guild and have moved on to become licensed officers under the US Coast Guard and continue to work in the maritime industry. All five of the current captains of Gazela today served at one time as volunteer crew members.

After the major dockyard work in Baltimore, Gazela spent many years sailing along the east coast of North America, travelling as far south as Miami and northward to Newfoundland and Nova Scotia. These trips were formative years for many crew members, providing two to three months of sea travel and reconnecting Gazela to ports she had last seen during her fishing career.

The active sailing exposure generated between \$50,000 and \$120,000 in gross revenues in the form of appearance fees. Of course, operating Gazela in that fashion required constant expenditures in the form of officer wages, food for the crew, fuel, and other supplies, costs which range from \$3,000 to \$5,000 per week.

Gazela is not licensed to carry passengers. She was built as a fishing vessel and currently only has one watertight bulkhead forward of the engine room. The ship essentially appears as she did when she was fishing. To convert her to passenger carrying status would require massive changes to her historic interiors. These changes would also likely result in US Coast Guard staffing requirements which could prove too costly to continue to operate her.

At this point, selling rides is illegal. This plan does not recommend actively pursuing the capital expenditures of conversion. For now, the Guild must provide educational programs and seek events, appearances, and other funding to underwrite the costs of operation.

Strategically, the Guild must continually improve the outreach to ensure sufficient numbers of crew members be available to operate the ships, to provide high level training and experiential learning for its operational crews and to keep the ships operational to reach the markets which will support the continued survival of the ships. To reach these goals, the Guild must aggressively market the ships and raising awareness of the ship needs.

Safe Operation

The guild must continue to grow and maintain a trained crew base, providing the Guild with enough trained crew to operate both ships safely for every trip. The Guild should maximize Gazela's operational range to ensure sufficient time on the water to keep the crew's experience active.

Year 1 (2008) Safe Operation Task Description

- * Appoint Recruitment and Retention volunteer. Set their primary activity to expand volunteer membership, institute policies to formalize expected behavior, physical standards, grievance handling.
- Obtain Certificate of Inspection for Jupiter
- Expand pool of officers capable of operating Gazela and Jupiter for increased operations
- Add additional pumping capacity to Gazela. Ensure training of all safety equipment on board.
- Actively recruit and train crew and volunteers from entire tri-state area
- Obtain new rescue equipment for medical emergencies underway.
- * Develop and implement Standards Operating Procedural (SOP) Manuals

Year 2 (2009) Ship Operations Task Description

- Increase number and type of Safety classes, i.e. First Aid, Firefighting, High Angle rescue
- Attend the 2009 East Coast Tall Ship Festivals (Norfolk, Boston)
- Actively recruit crew

Year 3 - 5 (2010 - 2012) Ship Operations Task Description

- With Gazela's hull work taking her out of action – charter a sailing vessel to keep the operational crew engaged and active in the community.
- Physical requirement defined and utilized for sailing crew on trips beyond Philadelphia.
- Evaluate and expand all programs

Scheduling of Events

Year 1 (2008) Scheduling of Events Task Description

- Expand number of local events
- Formalize list of events, deep water ports, rentals, and appearance fees.
- Develop annual schedule as early as possible to ensure adequate time for crew to book vacations
- Expand port visits to include outside Delaware River Region and Chesapeake Bay area

Year 2 (2009) Scheduling of Events Task Description

- Book port visits during 2009 Tall Ships Festivals
- Maximize outreach and fundraising in other cities

Year 3 - 5 (2010 – 2012) Scheduling of Events Task Description

- Continue to schedule Jupiter trips
- Book visits to project site while Gazela topside work continues

Appendix 1 – Budget

The following expense budget serves to assist with financial planning for the Guild. The budget provides new expense estimates over the five-year planning period. The expenses will vary depending on number of factors including, but not limited to, salaries, material cost, labor, number of advertisements circulated, and the number of port visits conducted. This budget does not contain normal operating expenses. Annual budgets should be created each year by the Guild Administration and should be periodically reviewed.

Goal	Expenses	year 1	Year 2	year 3	Year 4	year 5
Guild Development	Mktg & Dev Dir	35,000	35,700	36,414	37,142	37,885
	Shipwright		35,000	35,700	36,414	37,142
	Education Coordinator	1,000	1,000	30,000	30,600	31,212
	Annual Audit	4,000	4,000	4,000	4,000	4,000
	Outreach materials	17,000	17,000	17,000	17,000	17,000
Education/Outreach	Brochure/Printing	500	500	500	500	500
	Education Aids	5,000	5,000	5,000	5,000	5,000
	Material	200	200	200	200	200
Ship Operations	Recruitment	500	500	500	500	500
	Jupiter COI	3,000	1,100	1,100	1,100	1,100
	Gazela COI	1,100	1,100	1,100		
	Manuals	200	200	200	200	200
	Safety Gear (AIS, Radar)	300	5,000	300	300	8,000
	Safety Classes	2,000	2,000	2,000	2,000	
	Gazela Operations Fuel	10,000	20,000	3,000 10,000		

		10,000	20,000			
Annual Maintenance	Gazela - Minor	2,000	2,000	2,000	1,000	
	Gazela - Engineering	3,000	3,000	3,000	1,000	1,000
	Jupiter - Minor	2,000	1,000	1,000	700	700
	Jupiter - Engineering	3,000	3,000	3,000	3,000	3,000
	Poplar - Minor	200	200	500	1,000	1,000
Capital Projects	Fix Jupiter hull & prop		80,000			
	Rebuild Jupiter Pilothouse				60,000	
	Rebuild Jupiter Deck				55,000	
	Fix Poplar Hull	2,000			30,000	
	Wood Storage	-	12,000	12,000		
	Mount new rudder		30,000			
	Pintles & Gudgeons	20,000				
	Acquire spar stock	10,000				
	Build spars		5,000			10,000
	Acquire plank & frame stock	10,000	50,000	80,000		
	Fasteners, copper	800	10,000	TBD		
	Labor	15,000			TBD	TBD
	Drydock				TBD	TBD
Totals		157,800	344,500	248,514	286,656	158,439

Appendix 2 – Overall Plan by Year

Table 1. Annual and Small Projects

	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Gazela</i>					
Annual Maintenance	Tar rig	Tar rig			Tar rig
	Running rig repair	Running rig repair			
	Slush masts Block maint.	Slush masts Block maint.	Block maint.	Block maint.	Slush masts
	Sand & paint hull, bulwarks & deck furniture Find & fix leaks	Sand & paint hull, bulwarks & deck furniture Find & fix leaks			Sand & paint hull, bulwarks & deck furniture
	Engine & generator oil & filter changes Repair sails	Engine & generator oil & filter changes Repair sails	Engine & generator oil & filter changes	Engine & generator oil & filter changes	Engine & generator oil & filter changes
Small projects	Fore topmast seizing Windlass work Steering gear re-work Copper replacement at the waterline				
<i>Jupiter</i>					
Annual Maintenance	Sand & paint Main engine maint. Transmission maint. Generator maint. Clean & tune MSD type II	Sand & paint Main engine maint. Transmission maint. Generator maint. Clean & tune MSD type II	Sand & paint Main engine maint. Transmission maint. Generator maint. Clean & tune MSD type II	Sand & paint Main engine maint. Transmission maint. Generator maint. Clean & tune MSD type II	Sand & paint Main engine maint. Transmission maint. Generator maint. Clean & tune MSD type II

Small projects	Rebuild DC air compressors Rebuild steering gear				
Poplar Annual Maintenance	Clean main deck Service all power tools	Clean main deck Service all power tools Sand & paint	Clean main deck Service all power tools	Clean main deck Service all power tools Sand & paint	Clean main deck Service all power tools
Small projects	Check all docklines & wires Overhaul capstan				
GUILD DEVELOPMENT Staff/ Administration	Year 1 *Add 2 Board members *Paid Staff: Dev. & Mar. Define roles of Volunteers Staff and Board Expand Vol. Opportunities *Create list of " " Identify Expectations	Year 2 Implement Governance procedures Add Advisory Comm. Paid office manager Paid Ship Manager Improve tracking devise of volunteer hrs. of service/type written job descrip.	Year 3 Add 2 Bd. Members Paid Exec. Director Paid Education Dir. Paid Volunteer Coordinator	Year 4 Paid top Timber Crew	Year 5 Paid Top Timber crew
Facilities	Wood Storage	Storage facility free parking	permanent home base free parking/access		
Finances	funding identified events scheduled *audit donor list developed	expand funding expand events audit build constituency	expand funding events,etc. audit donor list	funding events off site expanded audit donor list	funding events,etc. audit donor list
Education & Outreach Volunteer Training	*Skill workshops docent training revise manuals *expand # of trainers	Skill workshops docents expanded train trainers	Skill workshops docents in ports revise manuals train trainers	skill workshops docents,etc.	skill workshops

	mentor program	mentor program	mentor program	mentor program	mentor program
Classes to the public	*expand class offerings to youth & adult expand to outside venues (schools, clubs, etc)	experiential ed. classes to public cooperative programming with others (museum)	experiential ed. program expand to "Elderhostel, etc. expand classees corporate team-building program initiated	expand all programs	expand all programs
Ship Operations					
Operate ships safely	trained crew more officers USCG standards COI for "Jupiter"	more trained crew more officers USCG standards SOP manuals upgrade Comm. Gear define physical requirements for crew	trained crew officers USCG standards physical requirements dev. Relationship w/CG	trained crew officers USGG standards physical requirements	trained crew officers USCG standards physical requirements
Schedule Events	Local: Schedule dev. Yearly Sales brochure * Press Kit Fee structure established Receptions, etc. scheduled	local ship events: more for both ships ASTA tour event "Summer Sail" expanded expand paid events dockside	New press Kit Expand events to other ports expand paid events dockside	expand events New Sales brochure	expand events

Appendix 3 – Survey Results

A survey was conducted to provide an opportunity for the membership to express their views. The survey reflected questions that addressed the primary scope of the Strategic Planning process. The questions addressed the following areas:

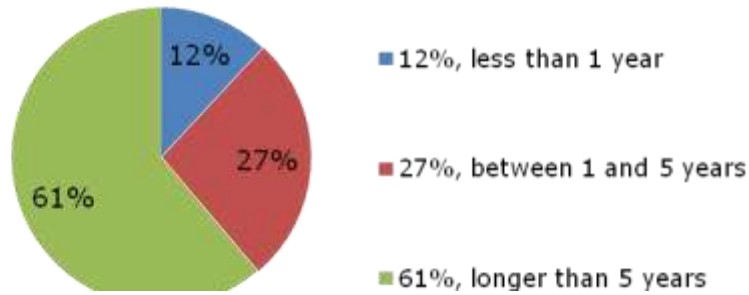
- Demographics of the members (age, years of membership)
- Strengths and Weaknesses perceived in programs and organization
- Internal and External entities (changes) affecting the guild in the future
- Open forum questions for any unaddressed concerns

An online survey was created and run from October to November. Guild members were invited to participate by email in the Weekly Updates and Small Stuff, a front page link on the Guild's website, as well as printed forms given to those without email access. Additionally, surveys were given to community members. Over 127 people responded and 78 complete responses were recorded. This is considered an excellent response rate for our membership.

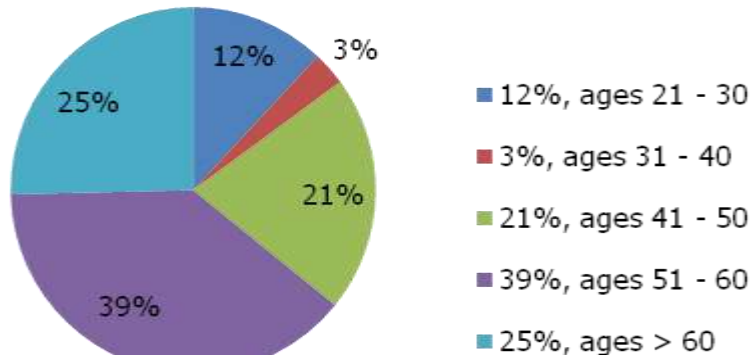
Lynn Yonally collated the responses, grouping similar phrases together. Once the survey closed and all collation finished, the data was recorded and charts made. Many common thoughts emerged through the surveys. The planning team remained informed of survey results during collection.

The raw data from the survey remains accessible to the Board and the Planning Team.

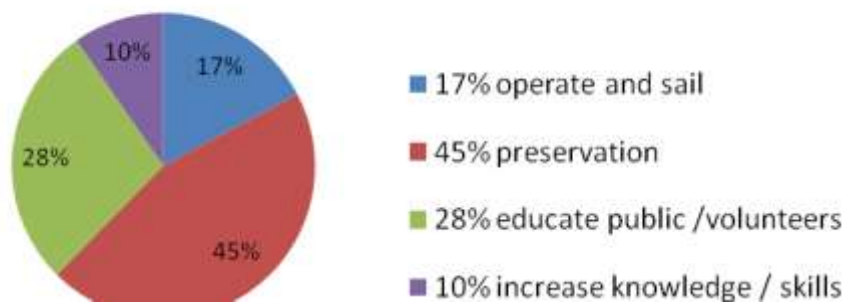
• How long have you known about the Ship Preservation Guild (PSPG)?



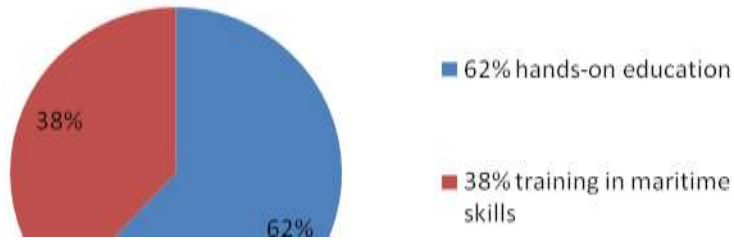
• How old are you?



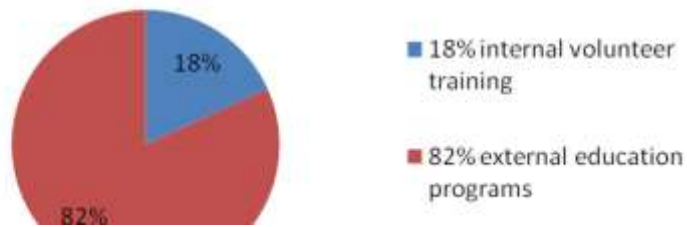
• What is your understanding of the mission of PSPG?



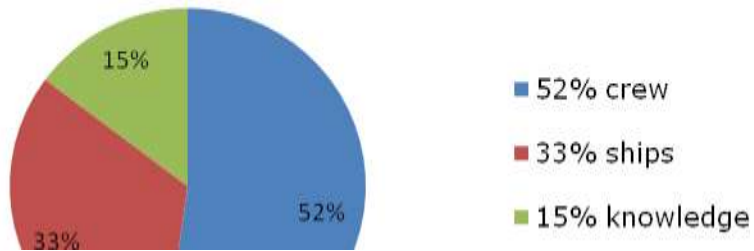
- What do you consider the most important programs and services PSPG offers the community?



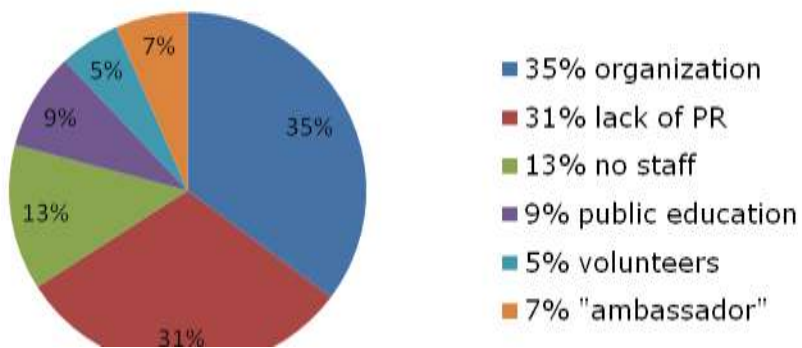
- Are there programs and/or services that you feel PSPG could offer the community?



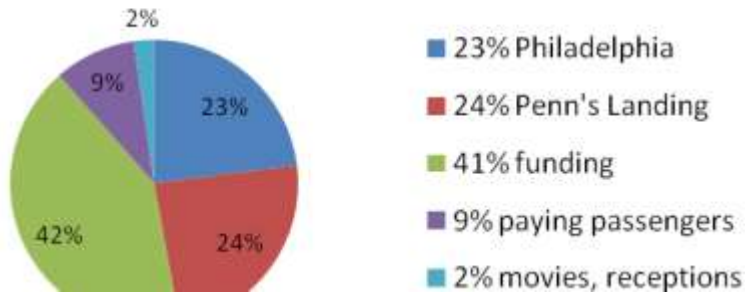
- What do you think are the greatest strengths of PSPG?
(58 responses)



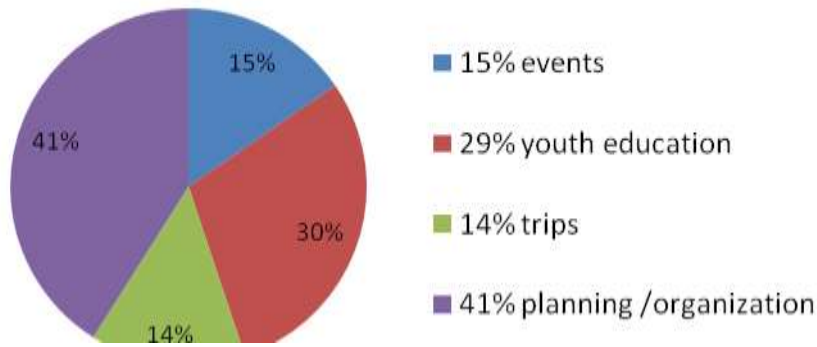
- What are PSPG's greatest weaknesses?
(56 responses)



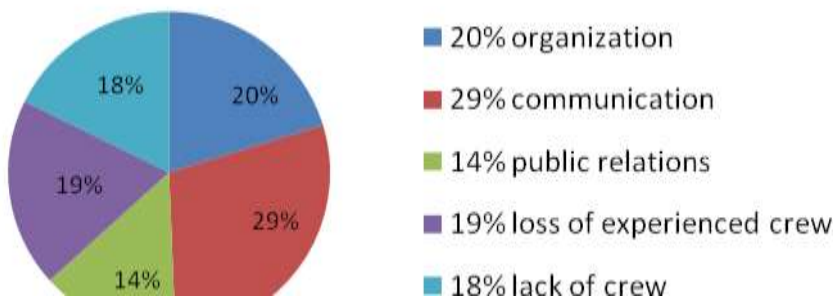
- As you look at the future, in your opinion, what external entities (changes, etc.) will have the greatest future impact on PSPG in the next 5 – 10 years? (54 responses)



- List opportunities that PSPG could capitalize on now or in the future. (38 responses)



- Is there anything else that PSPG board and members should know as they develop their strategic plan? (34 responses)



Appendix 4 – Comments