

**Museum Experience Master Plan  
for the USS Yorktown**

*submitted by*  
The MUSAIC Design Group

★ HOME OF THE USS YORKTOWN ★



PATRIOTS POINT  
Naval and Maritime Museum

15 MARCH 2013





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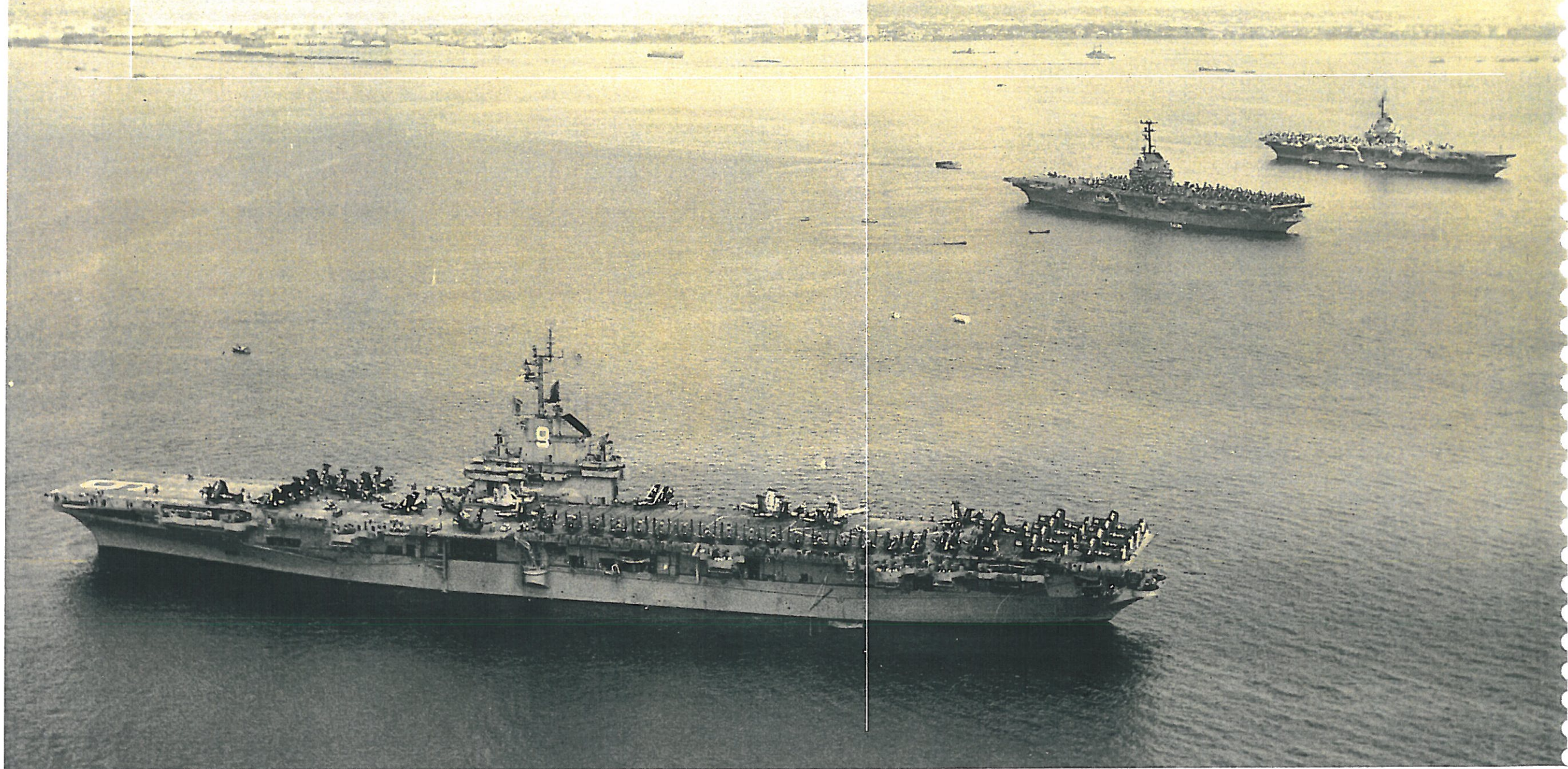
# PATRIOTS POINT

## Naval and Maritime Museum

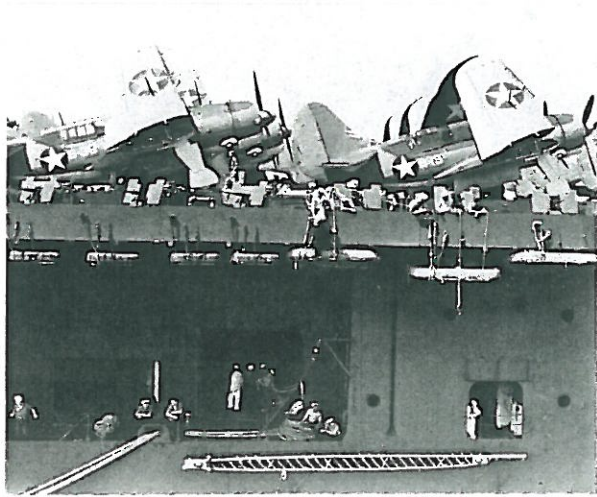
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# I. ASSESSMENT







## BACKGROUND

### *Historical Significance*

Prior to becoming an anchor attraction at Patriots Point Naval and Maritime Museum, The **USS YORKTOWN (CV-10)** chartered the world, dutifully serving her country for almost three decades. Although most famously known for her service in the Pacific Offensive during World War II, the USS Yorktown also operated as an attack carrier (CVA) during the 1950s, an anti-submarine aircraft carrier (CVS) in 1958, and completed multiple tours of duty during the Vietnam War. In honor of the brave service of the thousands of carrier sailors and airmen aboard, The USS Yorktown received 11 battle stars and the Presidential Unit Citation for service in World War II, and 5 battle stars for service off of Vietnam. In addition to the many crewmen who have called her home, the USS Yorktown has also been host to more unlikely guests including film crews and astronauts. The 1944 documentary and propaganda film, *The Fighting Lady* was filmed on board; and in 1968, the USS Yorktown recovered the Apollo 8 astronauts and capsule on their return from orbiting the moon.

### *Toward a New Experience Plan*

To honor her fighting heritage, as well as the thousands of carrier sailors and airmen connected to her impressive history, the USS Yorktown sits as a National Historic Landmark ship and a centerpiece of the Patriots Point Naval and Maritime Museum in Mount Pleasant, South Carolina. Her hull holds countless stories of the men who have lived and served on board, and whose stories we are obliged to recount for generations to come. The museum endeavors to continue the rich legacy of USS Yorktown through her preservation, and in allowing visitors to see and touch her unique history. This may be through revealing where crewmen slept, ate, and wrote letters to sweethearts aboard the ship, or by being immersed in the complex job and quick thinking mindset of an airman. As a symbol of America's heritage and patriotism, it is imperative that the stories of the USS Yorktown continue to be told and interpreted in new light, and that the ship itself is preserved as a vessel for the interpretation of an important and valuable history. Impressively, Patriots Point already receives more than 270,000 visitors each year, and the USS Yorktown's education and overnight camping programs attract more than 40,000 school age children each year. It is the goal of the museum to increase these numbers, and to reach and engage an even broader audience who has yet to experience the USS Yorktown. With these goals, the museum endeavors to offer a visitors' experience that intrigues, inspires, and entertains a whole new fleet of visitors.

This document evaluates the visitors' experience as it is today; compares the USS Yorktown experience with several "benchmark" institutions; and provides a vision for an ideal visitors' experience within the time context of a near-range (3 to 5 years), and long-range implementation plan.

## TAKING STOCK

### *Interviews and Surveys*

To get a sense of the many stakeholders connected to the museum's goals for the future, the MUSAIC Design Group ("MDG" or "the designers") conducted interviews with several key museum staff persons. This exercise revealed some overarching themes among them, including similar concerns and common aspirations for the future. Many of those interviewed insisted on revamping the current exhibits in a way that would protect the authenticity and integrity of the ship, all the while attracting and accommodating new generations of visitors. The following are just a few of the responses that came out of these conversations:

*"Hold on to the integrity of the Yorktown!"*

*"We look tired."*

*"We need to be FUN!"*

*"We need to offer something we can market the heck out of."*



### ***First Impressions: Arrival, On-site Tours, and Exhibitions***

The MUSAIC Design Group visited Patriots Point and the USS Yorktown as visitors, visitors' advocates, and analytical thinkers. While navigating the ship, experiencing first-hand the many tour options, and observing the visitor interaction with the existing exhibits, MDG was able to make an initial assessment.

Arrival to the ship, by way of the promenade pier is filled with anticipation. The approach experience is grand. Directional signage for general visitors is fairly clear, but for those with mobility issues, and those comprising special (and large) groups, wayfinding cues could be clearer. Operational chaos (unloading equipment, special deliveries by vehicle, etc.) could stand some isolation or discreetness.

Upon boarding the hangar deck of the USS Yorktown, it is not immediately obvious what to do. The entrance to the Medal of Honor Museum competes with the expansive views to the left and to the right. Authentic things, like aircraft and artifacts, compete with inauthentic things like flight simulators, vending machines, and the relatively contemporary design of the Medal of Honor Museum. A diagram of the ship offers a map of sorts, but the destinations are not clear. It is difficult to make an informed choice. A first-time visitor cannot identify any priority attractions and probably has difficulty in constructing a visit. Most, it seems, wander. There are few if any timed events to help visitors anticipate special moments.

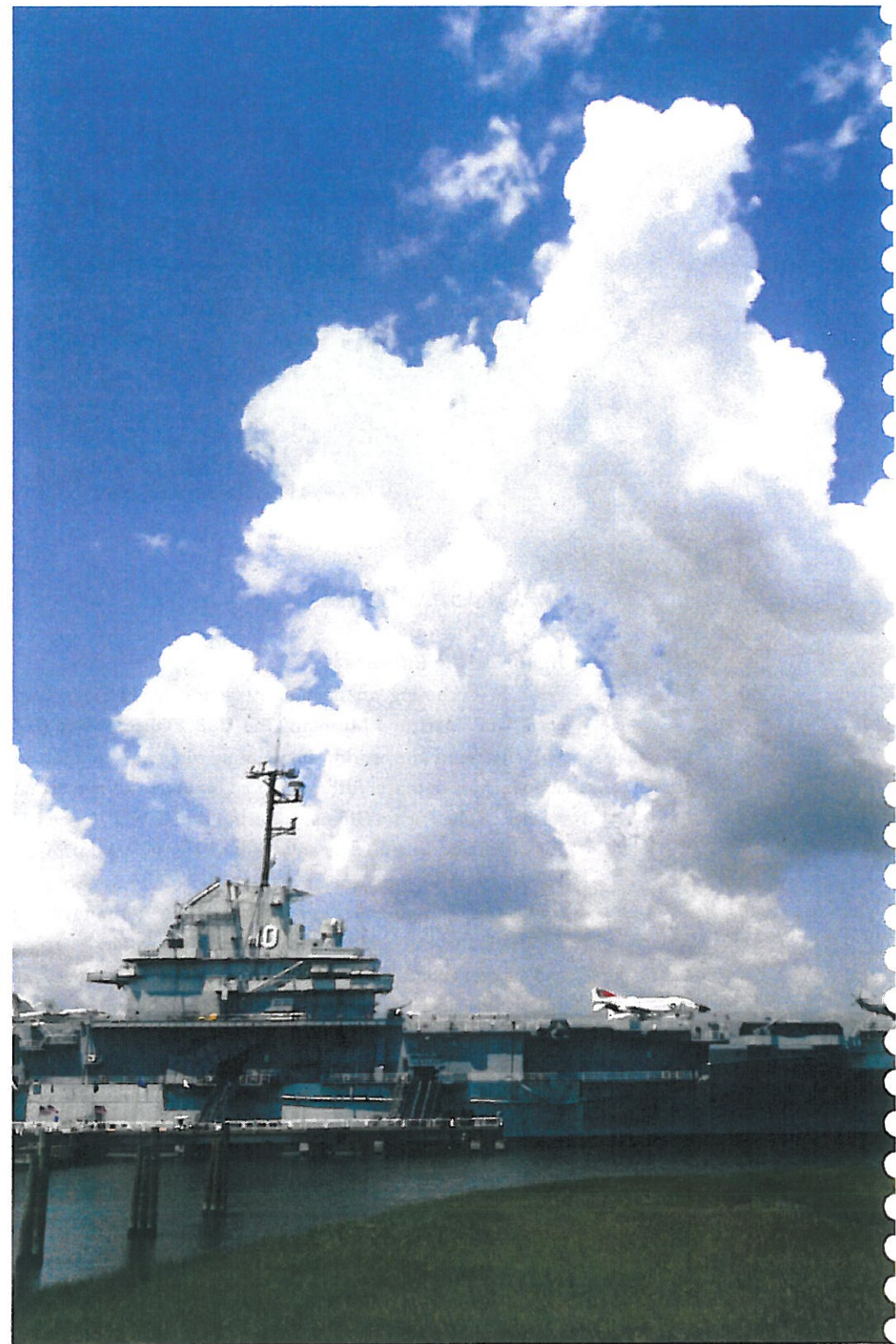
The designers observed that although there are six tours available, what distinguishes them from one another is not readily clear. The tours are mostly constructed and labeled according to areas aboard the USS Yorktown, for example: Flight Deck, Engine Room, Living and Working Areas, etc, and without prior knowledge of an aircraft carrier, visitors might not be able to make certain and satisfying choices. Other tours

are more collections-based or topical, for example, Shipyard Museum, and Medals and Memorials. Departure points for the tours are difficult to find and the tours themselves are hard to follow physically and intellectually.


Currently, the theater experience plays a loop of the film, *The Fighting Lady*, that chronicles the lives of the seamen aboard the USS Yorktown during a period in World War II. The entire film runs approximately one hour, and currently feels more like an additive experience than one integrated into an overall exhibit narrative. The theater space could be used to more effectively provide visitors with context and meaning to the ship's overall historical significance, as well as its relevance today in a short 8-10 minute theater experience.

Finally, in line with some of the comments collected during the MUSAIC Design Group's initial interviews, it was clear that the exhibits needed to be reworked to accommodate the museum's many uses and functions. While on site, the designers came to appreciate the many and varied functions that the USS Yorktown provides including educational programming for young audiences, special events and functions, reunions, group visits, and self-guided tours. The design plan must accommodate for the multiple functions required of the ship, and allow for spaces that work as secure and self-guided exhibit spaces, an event space, and a place for active educational programming.

The designers' on-site visits also revealed that it is extremely important to calibrate the museum's place amidst the larger Patriots Point campus. The location offers many opportunities for visitors in addition to seeing the USS Yorktown, including tours of the USS CLAMAGORE, the USS LAFFEY, a Vietnam Support Base, and the Cold War Memorial. In addition, there are other attractions for tourists and visitors of the Mt.







Pleasant area including and not limited to boat cruises, a ferry to Fort Sumter, golf courses and beaches. Among all of these other attractions, it reasserts why the USS Yorktown needs to provide a marketable, memorable offering. The new design must be valuable, accessible, and demanding of people's time for recreational learning—for tourists and residents alike.

#### **What do Visitors say?**

The MUSAIC Design Group conducted web research to collect public opinions regarding the museum experience from one-time tourists, repeating visitors, as well as the USS Yorktown veteran community. The preliminary research revealed some interesting reactions and evaluations regarding the overall visitor experience. The exercise also provided some background for the types of visitors the exhibits are already attracting, as well as who may be future visitors to keep in mind when planning the new exhibit experience. Some major themes that were revealed through this exercise were the wish to see the "real" ship," and get "insider's access" to the authentic ship's many compartments and service rooms. Overall, visitors seemed to want an even more immersive and authentic experience.

#### **"Not enough of the actual ship"**

– TRIP ADVISOR [ Reviewed June 14, 2012 ]

*"Good to step on board a former Navy Ship but expected more, lots of posters and pictures **but no real feel of what it was like on the ship itself**, don't get to see much of the actual ships quarters, nothing of the engine rooms... Really wanted to have enjoyed this more..."*

Many enjoyed the self-guided tours, but commented on the lack of clear way finding associated with them.

#### **"Tours Are Poorly Marked"**

– TRIP ADVISOR [ Reviewed April 8, 2012 ]

*"... All tours are self guided. However, the tours are poorly marked. The day we were there was full on school kids going every which way up and down narrow passageways and ladders."*

Many reviewers provided more logistical comments related to the lack of air conditioning aboard, and stated that it influenced the length of their exploration of the exhibits. There were also some comments with regard to accessibility of all areas of the museum experience, and the wish for more access with visitors with wheelchairs. Some recommended to future visitors not to bring elderly family members along due to the narrow passageways and access, along with the lack of air conditioning. Issues of accessibility and lack of air-conditioning are sticking points that undoubtedly most ship-based museums must come to terms with, as the exhibit design is already limited by way of the fact that the ship itself is a floating artifact with narrow twists, turns, and passageways. An encouraging observation, and an element that cannot be simply added with design changes, is that many visitors experienced that it is clear how much the staff cares. Enthusiasm and reverence for the USS Yorktown as a historical artifact in and of itself is contagious to visitors of all ages, and only adds to the overall visitor experience.

#### **"Kids Loved This"**

– TRIP ADVISOR [ Reviewed June 11, 2012 ]

*"While the submarine was closed, our kids loved the self-guided tours on the carrier. **You can tell that the staff cares about the ship and the visitor experience.** We spent 2 hours on the carrier and really enjoyed it."*

In addition to fielding the opinions of general visitors, MUSAIC Design Group felt it would be important to understand a bit of what actual veterans of the USS Yorktown are feeling. To attain some insight into this specific demographic, the designers did preliminary web research, and discovered a US Navy Crew List Discussion Board that included comments and stories from USS Yorktown veterans. This board evinced some of the major elements that were important to veteran visitors, including wishing to find their own personal experiences within the exhibits.

Penn, Genee, 1969 – 1970s, 2m

*"still love the Yorktown... went back to visit in 2010 ...never saw any jets from 69 70 cruise but **did find my old compartment...**"*

Shontz, Thomas, AX-3, Jan 1, 1968 – Jul 5, 1968

*"was the **"MAD MAN"** on the 1968 WESTPAC. **Enjoy stopping by to see her at Patriots Point.**"*

This preliminary veteran research revealed an interesting visitor demographic to keep in mind when designing a new visitor experience—the family members and younger generations related to both WWII and Vietnam veterans. Potentially crafting some exhibits from this point of view "My grandfather..." might help to engage younger generations and continue their legacy, or begin to understand the sacrifice of previous generations.

Baker, William Jack AMM 1/c, Apr 1943 – Jul 1945, Torpedo Squadron.

*"**Jack was my grandfather. He passed away in the 1980s. I didn't know him very well but I am finding out as much as I can through genealogy efforts.**"*



## GOALS—Where do we want to be?

### ***In Your Words:***

*“The museum desires to, over the course of five years, bring the Yorktown to “life” through the effective display of artifacts, historical interpretation, utilization of ship compartments and personal stories related to her **almost 30 years of service in World War II, Korea and Vietnam.** The plan will allow Patriots Point to reach a broad spectrum of visitors and ultimately **increase attendance and positive exposure** for the USS Yorktown and Patriots Point Naval and Maritime Museum as a whole.”*

The major goals that will serve to guide the overall design are **Authenticity, Personality, Accessibility and Relevancy, a Balance of interpretation (History/Science; Scholarship/Fun), and enhanced Marketability** for the museum. These principles have guided The MUSAIC Group’s creative team in the development of a new experience plan.

#### • **Authenticity**

- Provide a powerful, exciting and accurate experience.
- Commitment to authenticity means keeping the fabric of the ship apparent in the overall design
- Ensuring that the interpretation is relevant to the ship’s stories, experiences, and history

#### • **Personality**

- Ensuring that the exhibitions have “heart”
- Evoke emotion and passion
- Utilize the collective memory and story telling of real people
- Increase engagement and interactivity

#### • **Accessibility and Relevancy**

- Reach and engage visitors of all ages
- Offer a clean & well-designed solution
- “Multifunctional design.” event-friendly; bridging the events and exhibits functions. Attendees at special events connect with the setting and the story of the USS Yorktown.
- Design must be secure – not requiring additional staff, security for artifacts.

#### • **Balanced Interpretation**

- Educate broadly and with subtlety
- Balance learning with fun
- Cover multiple content topics including military history, technological history, science, and others
- Use varied oral histories and personal experiences
- Interject passion and fun
- Integrate exhibits with education and camp programs

#### • **Marketability**

- Create a “Must-See,” memorable experience
- Offer something that is package-able that will build momentum and enthusiasm around Patriots Place as a whole. Drive ticket sales.
- Signal that there is an exciting vision for the future of the USS Yorktown

## AUDIENCE

One of the important goals stated in the call for an interpretive plan was to increase attendance. Before tackling this goal from a design and interpretative point of view, it is important to understand who is already coming to the museum, as well as potential new audiences the USS Yorktown would like to attract. For example, are many of the visitors “one-timers?” Is there a particular demographic that comes to the area for other attractions, but who don’t seem to be coming to the USS Yorktown for a reason? In addition to attracting new visitors that have not yet experienced the ship, it will be helpful to think about how the design changes help to retain visitors and attract and engage them again and again.

### ***Strategies for Reaching a Broader Audience***

In order to cast the widest net for attracting visitors of varying ages and levels of interest, the exhibits will need to be layered, accessible, and relevant. Layered interpretation allows even the most novice visitor to be engaged and feel connected to the interpretation all the while supplying scholars and military enthusiasts outlets to dig deeper into the content. To be attractive to groups of varying ages and backgrounds (which includes individuals exploring on their own, couples, scholars, veterans, kids and families) a layered approach is extremely effective. The layering needs to be subtle, as not to overwhelm visitors with an overload of content. Additional content may exist in the form of interactive multi-media kiosks, or through carefully designed graphic panels. Multiple audio tours, some appropriate for adults; others produced for kids or multi-generational audience, could also be effective methods of striking a balance and engaging all visitors. Associated with the goal of marketability, the design plan aims to create visitor experiences that keep the local and veteran community involved at the USS Yorktown as well as one that inspires repeat visitation, and encourages membership enrollment.



## BEST PRACTICES— What are others doing?

In creating this interpretive experience plan, it was helpful to examine what similar museums and institutions were doing. The MUSAIC Design Group reviewed eight institutions, with a focused study on the effective (or ineffective) aspects of the exhibit design and visitor experience for each benchmark example. Reflecting upon where the USS Yorktown currently is and being inspired by what others have done both serve as a creative jumping off point towards developing a fresh, memorable and unique USS Yorktown visitor experience.

Many lessons can be gleaned from what has been done before, and observing what is working, or what might be lacking, at similar “floating museums” and museums where the building is also the largest artifact. The benchmarking process illuminated opportunities and challenges that have met with varying degrees of success. In an effort to surpass the status quo, the new exhibit program draws from, expand upon, and avoids some of the approaches and ideas from our gracious colleagues. A full report is included as an appendix.

## STRATEGY/GOALS FOR DESIGN

With an understanding of where we are, where we want to be, and what others are doing, the creative design process has a solid foundation. The MUSAIC Design Group has crafted the following principles that steer the development of this interpretive design and experience plan:

### ***Orient Visitors: Assist Them in Constructing an Extraordinary Visit***

Welcoming hospitality, intellectual and physical orientation, information, and easy way-finding are crucial aspects in serving visitors’ arrival and visit planning.

### ***Provide Distinct Destinations***

The exhibition program will visually create distinct experiences in each direction—toward bow and stern—preserving a clear line of sight to the Smokey Stover Theater. Keeping the sight line to the theater will serve way-finding purposes and celebrate scale of the USS Yorktown interior. The space will feel open, inviting, and rich with diverse experiences.

The plan will also create clear circulation paths for visitors with distinct, marketable, interpretive experiences (choices): aircraft, self-guided tours, large-format theater, thematic exhibits, etc. Clear destinations will aid visitors in planning their visit and understanding their options.

### ***Employ First-Hand Accounts, Authentic Voices***

Exhibitions will draw from the “lived experience” to personalize the interpretive voice of the ship. Tour narratives will use oral histories and interviews from USS Yorktown veterans. This will add authenticity to the overall experience, and help visitors to connect with the ship on an emotional, relatable, and personal level. Bringing the lived experience to the interpretive narrative will help to bring the ship to life, guiding the visitor beyond the metal fabric of the ship to reveal the personal stories, extraordinary events and memorable characters that are all a part of the ship’s history.

### ***Create Moments During the Course of the Visit***

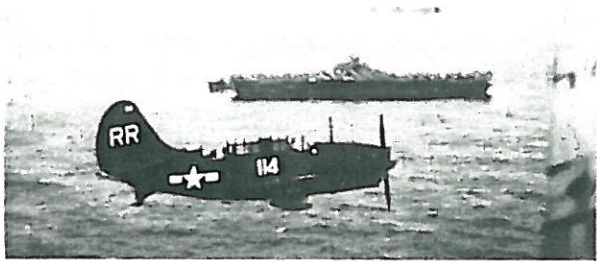
A varied sequence of experiences (some timed) will create moments that will call out a particular event of the ship’s history (a bomb strike, a celebration, a rescue, etc.). These events can be used to build story, anticipation, and drama, and help to connect the ship to a larger picture of patriotism, military history, and the many events that have unfolded over her thirty years in service. These events also provide something to look forward to during the structure of the visit while offering a dramatic and memorable experience.



## II. DESIGN & ENHANCEMENT PLAN







## General Strategies

### **Salutation and Orientation Hub**

As guests board the USS Yorktown, they should feel welcomed and assisted. A staffed desk (as is the protocol today) is a good idea, but a lower-profile, more visitor friendly (and staff friendly) salutation and orientation hub should be designed. Equipped with large maps of all of Patriots Point and the USS Yorktown, helpful docents and veterans will be able to offer tips for how to structure one's visit. Large, clear signage will direct visitors to the theater, food service, rest rooms, tours, and exhibits. Membership enrollment and a schedule/calendar of daily/monthly events will feature on large-format, scrolling AV monitors.

### **Memorial Installations**

As much as possible, the memorial exhibits (plaques, commemorative artifacts, etc.) will be moved off of the hangar deck in order to heighten authenticity and immersion. Concentrated in the location of the present day Medal of Honor Museum, the memorial installations can be billed as a destination for those guests that are especially connected to service personnel, or specific ships, battles, and events. A changing exhibitions gallery associated with this tour will be able to mount temporary, commemorative installations to coincide with anniversaries, reunions, and special event gatherings hosted on board. Items from the vast collections (some in storage) can be brought out and shared upon the advanced request of visitors.

### **Integration of Function Space(s) and Exhibitions**

The large (300 capacity) function space as it is presently configured is a pretty major "dead space" during the course of the visit. A revised plan, in which this large, contiguous space is more integrated with some of the exhibits will serve two functions: 1. Casual visitors will no longer sense the expansive unprogrammed space; and 2. Guests at these functions will feel immersed in the story and experience of the ship. The function space can be lit dramatically differently for each scenario. Small and medium sized gatherings may be staged near the orientation hub and use the Smokey Stover Theater and Feature Exhibitions gallery as part of the program (see experience plan). It would be a very lively and engaging offering for rental groups and assemblies.

### **Integration of School and Camping Programs**

Exhibits for young visitors of all types are offered in this plan. At the "Tour Outfitting" location—the point from which all tours depart—sampler exhibitions provide a preview of each tour and a sampling of the content and experience that might be found on the tour path. For example:

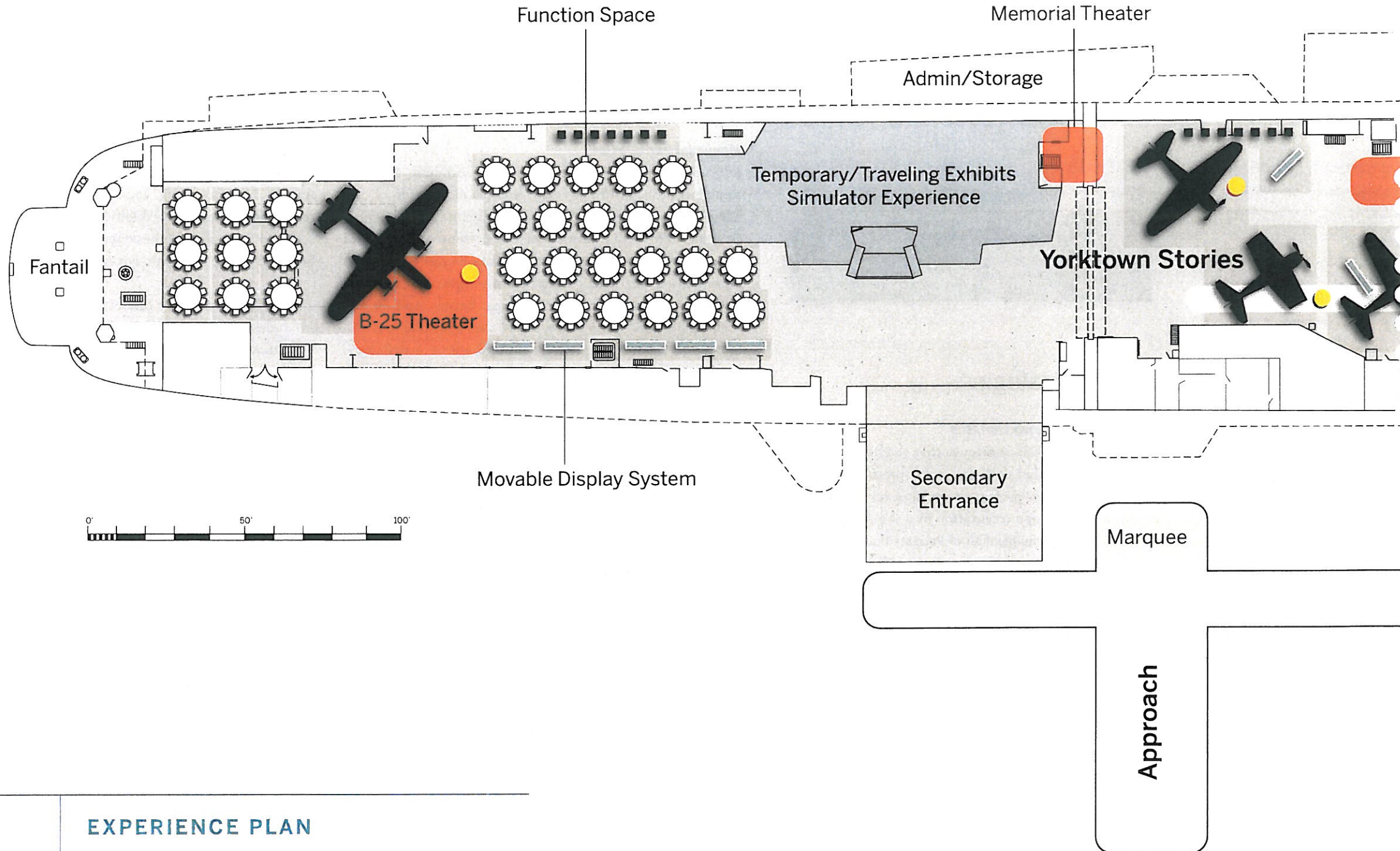
- A large replica of one of the ship's propellers invites visitors to contemplate what makes this immense ship move. A tour of the engine room illuminates this and other questions.
- The ingredients for the cookie recipe (that yields enough for 3,000 men) are stacked in situ, as if they've just been delivered aboard. A tour of the galley and mess areas brings these kinds of everyday human experiences to light.

There is generous space around these exhibits; enough space for groups to be circled-up and addressed by tour outfitters, educators, teachers and docents. Hands-on, investigative exhibits will entertain inquisitive minds and help visitors make choices for which tours to take.

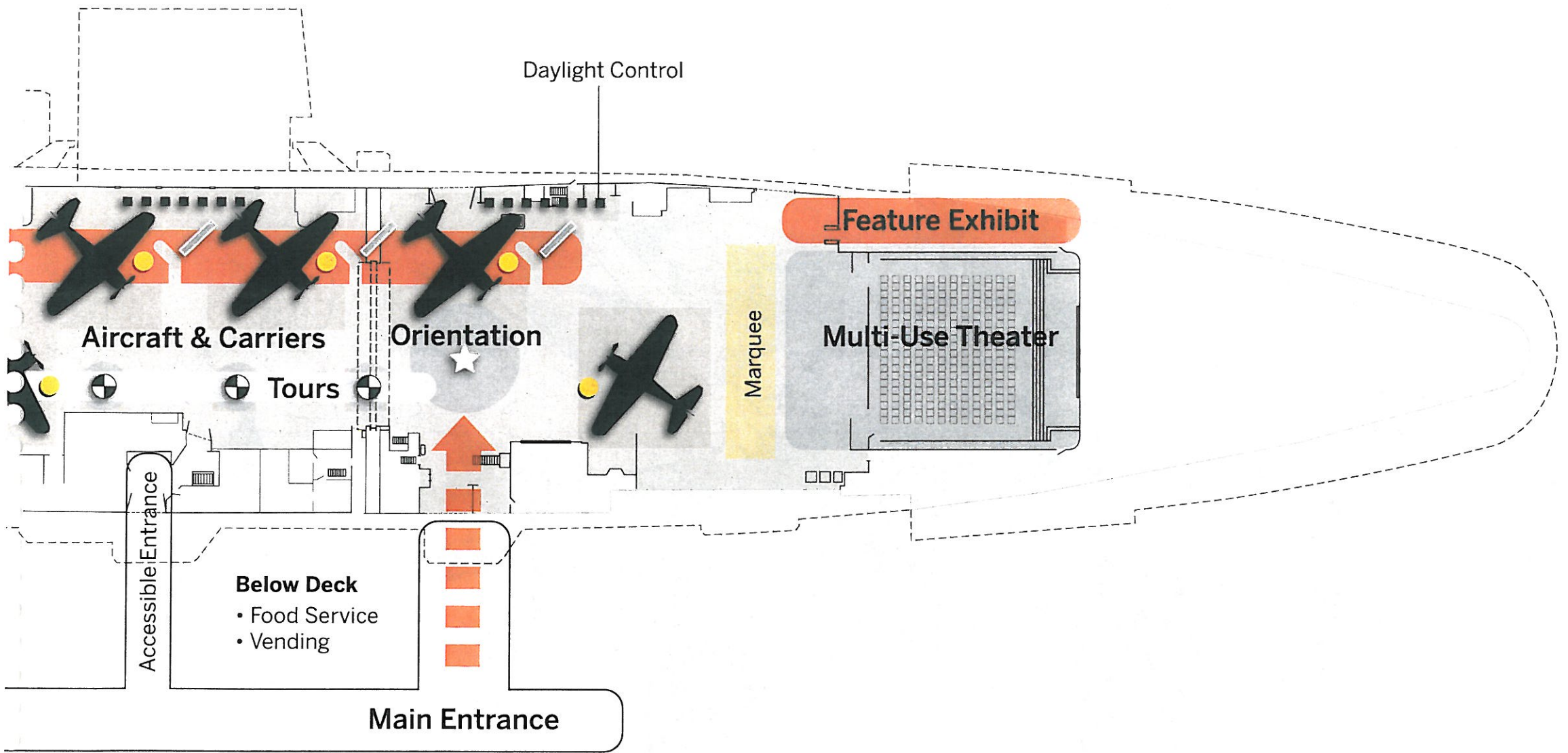
### **How to Address Small-scale History Installations**

The ship's many small-scale, story- or collections-based exhibitions (e.g. Midway, the Yorktown CV5, The contributions of minorities, blacks, and women, etc.) can be mounted in the Feature Exhibitions Gallery, formerly the Charleston Navy Yard Museum, and in the Memorials Gallery (and adjacent compartments) located below the Hangar Deck.

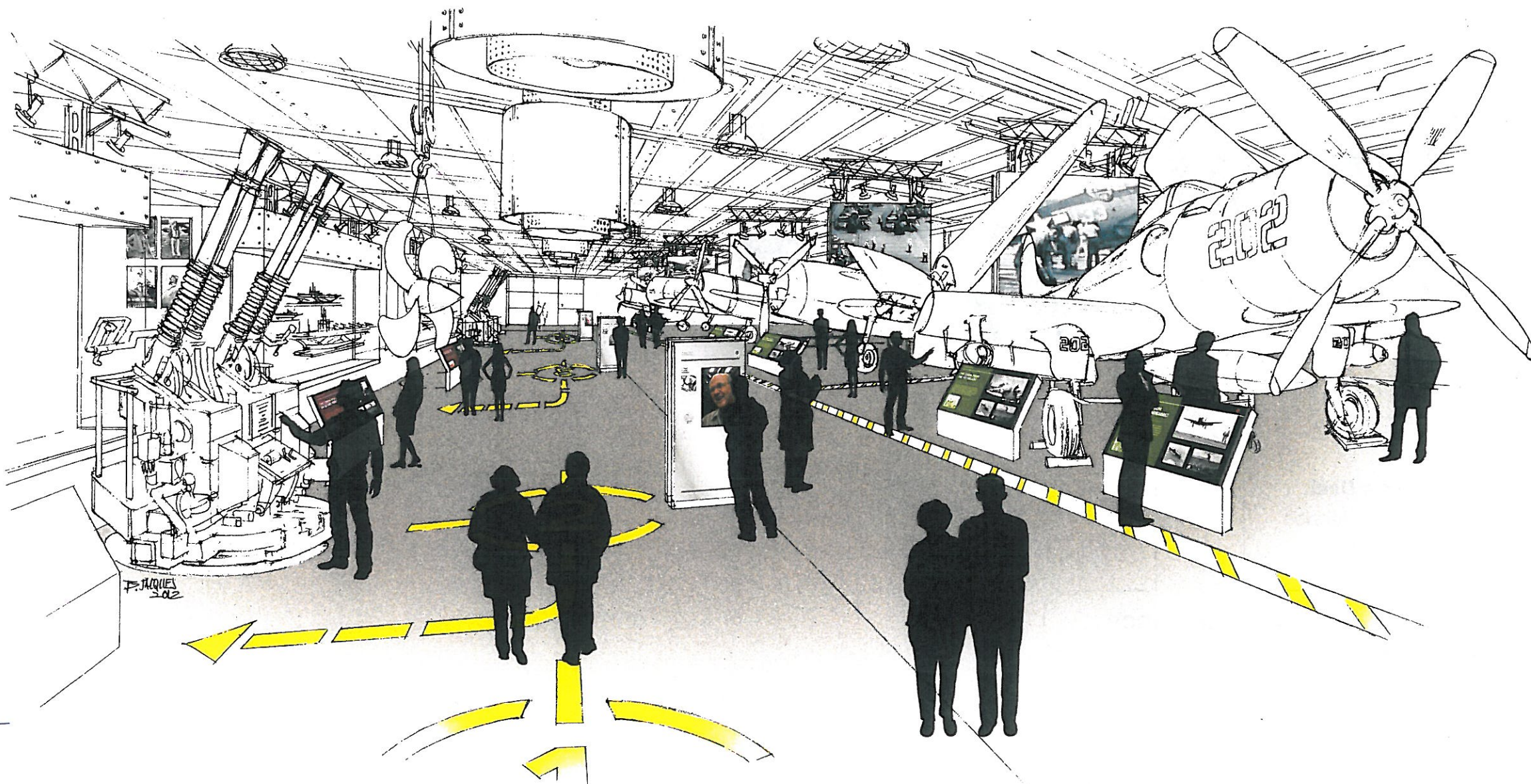




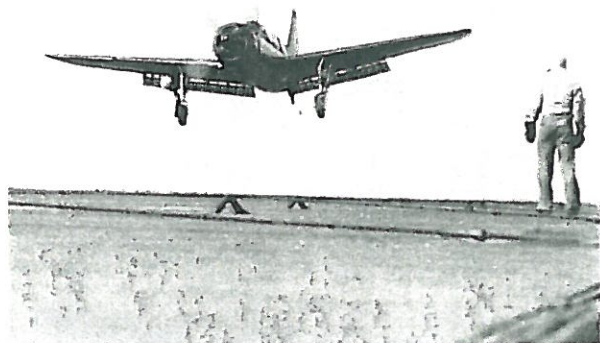












## SIGNATURE MOVES: Memorable and “Marketable” Experiences

### **Hangar Deck, Bay 2: AIRCRAFT AND CARRIERS**

Looking to the left as visitors board the USS Yorktown, the scene is orderly: airplanes are arranged along the port side of Hangar Bay 2 in disciplined formation—formally positioned and interpreted with a system of elegant signage. “Runways” between some of the planes permit visitors to get in between and up close to the vintage aircraft and several models of aircraft carriers. Lifts, ladders and viewing platforms offer views into the planes. Large, graphic backdrops place the aircraft in historical perspective:

*This type of plane battled in the air, protecting it’s mothership, the USS Yorktown.*

*This one dropped incendiaries over land during the Vietnam War, etc.*

The specifications of the aircraft (of high interest to aviation enthusiasts) will be profiled in clearly bulleted lists and diagrams.

### **Tour Base: IN THE FOOTSTEPS OF HEROES**

The tour programs have been brought together to one exhibit location. From this “tour hub,” visitors can get oriented to the distinctions of each tour and make informed choices for which tour(s) to take. Preview exhibits pique visitors’ interests, and introduce tourists to four distinct tour destinations:

1. The *Life Aboard Ship* tour engages visitors’ personally. On this tour, they experience the **CV10 as a floating city** and as a barracks. The “creature comforts” of the men: food, bunks, personal space, hygiene, health care, sanitation, communication with home, popular culture of the time, etc. are highlights of this tour. This tour answers the questions, *What was it like to live aboard the USS Yorktown for months at a time*, and, *What were the personal roles required to make her work?*

2. The tour, *Aircraft Carrier*, presents the ship as an engineering marvel. Tourists will gain insight into the design, construction, and fit-out of the aircraft carrier: how she was built, powered, maneuvered, etc. Tour-stops reveal impressive “sciency” topics and fun facts: the gauge of steel, the shape of the hull, the juxtaposition of functions, etc. The fo’c’s’le (with its huge chains, ropes, and hatches) will be opened up for the first time for this tour while audio embellishments will augment one’s visit to the **engine room**.

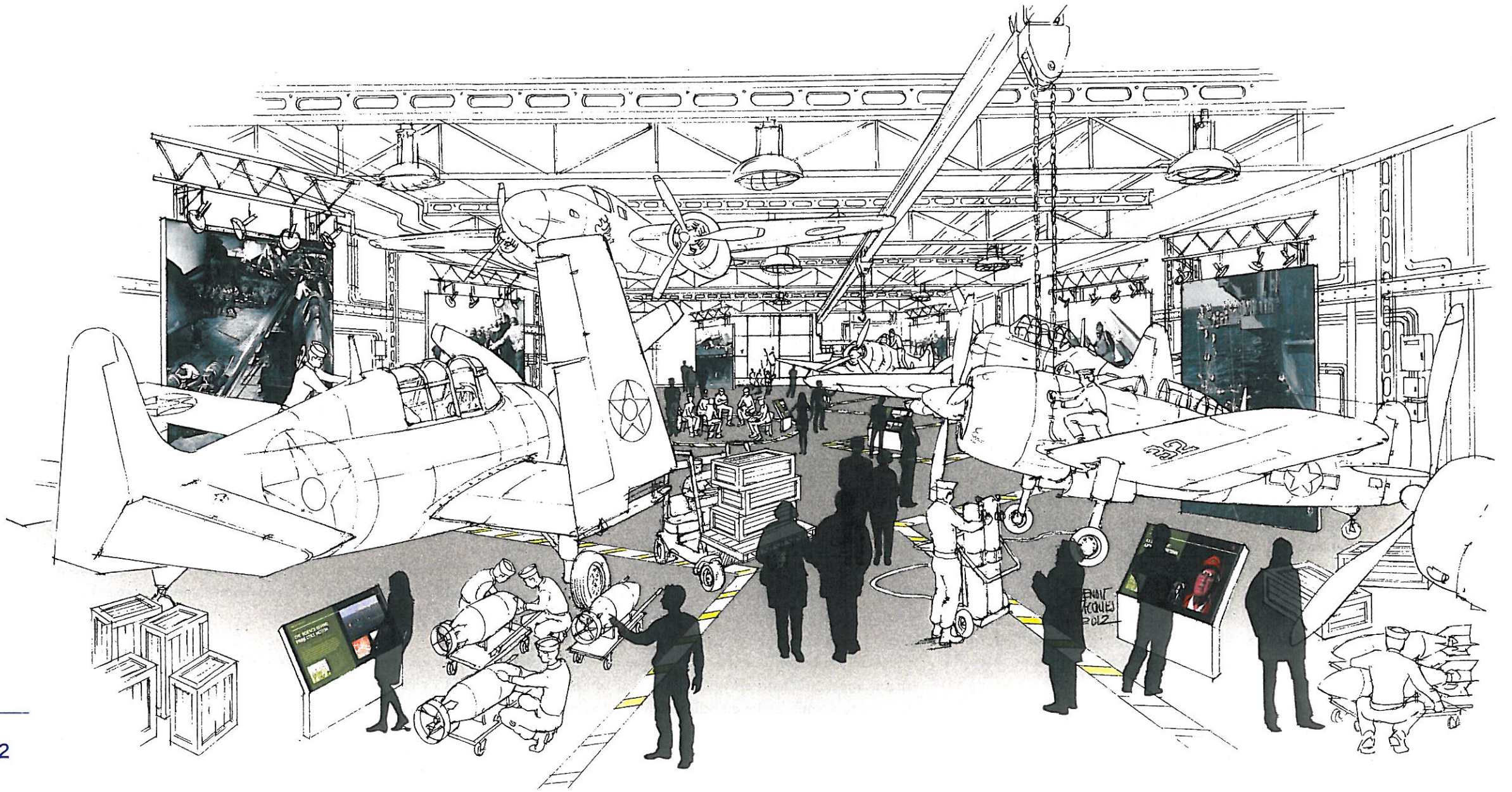
3. The *Fighting Lady* tour reveals the ship as a weapon of war. On this tour, visitors encounter the USS Yorktown’s procedures and equipment—from the maps on paper to the big guns—necessary to maintain and deploy aircraft, track the enemy, and defend herself. **This tour goes to the flight deck.**

4. The *Memorials* tour connects visitors to the many events, stories, communities, and individuals that are **memorialized aboard the USS Yorktown**. Beginning with a stirring media-based presentation, the tour includes many (if not most) of the commemorative materials including bronze plaques, ship models, story panels and photos. The *Memorials* tour is guided, as much as possible, by a number of real service personnel and their oral history accounts - provided in graphic and technological formats.

Hand-held audio-tour technology is offered to visitors for loan and download. Tours will be numbered and color-coded with blaze markers through the ship.

As much as possible, a central “parade path” of hangar bays 2 and 1 will be left open. Installations will not block long views of the ship.

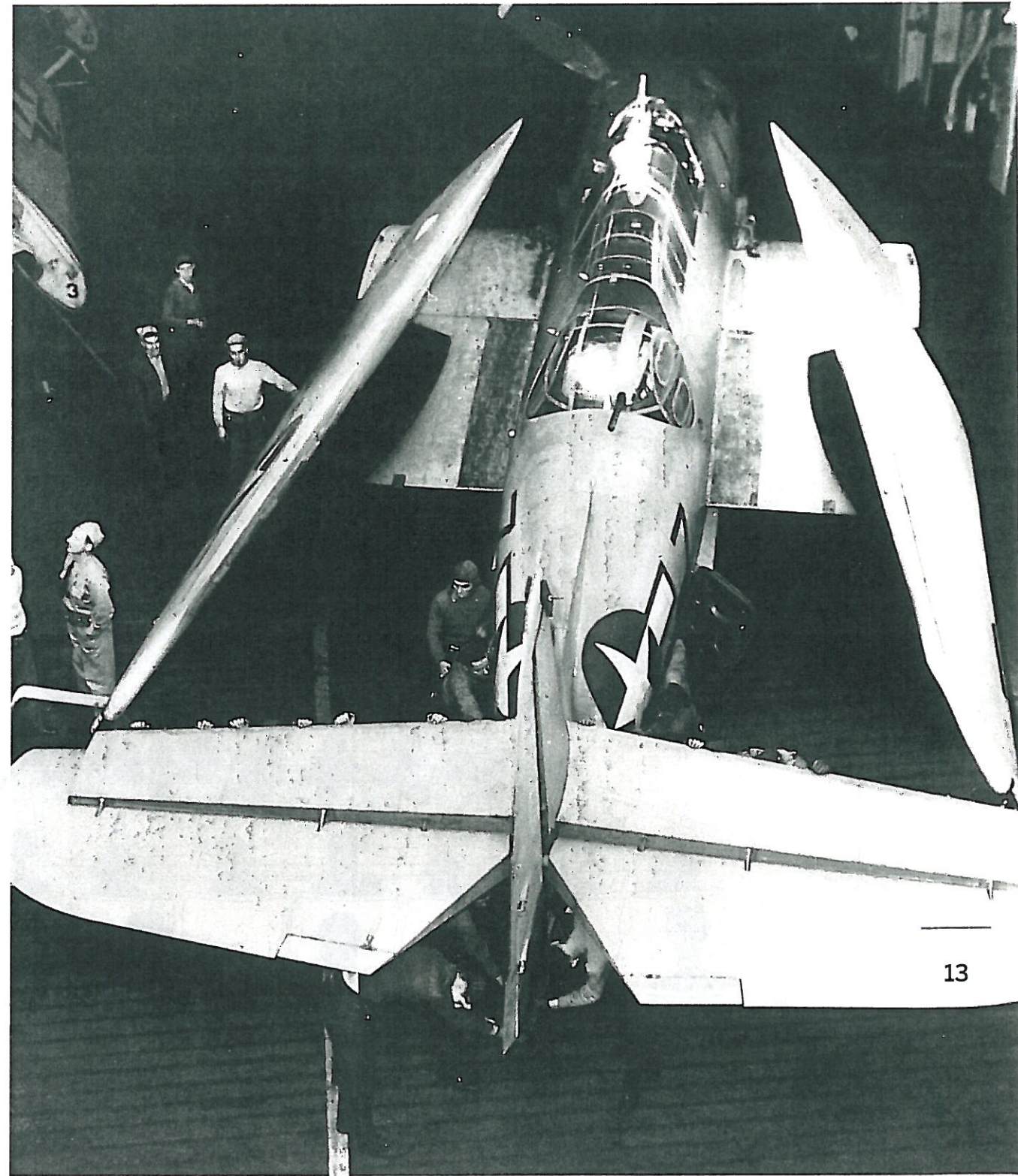




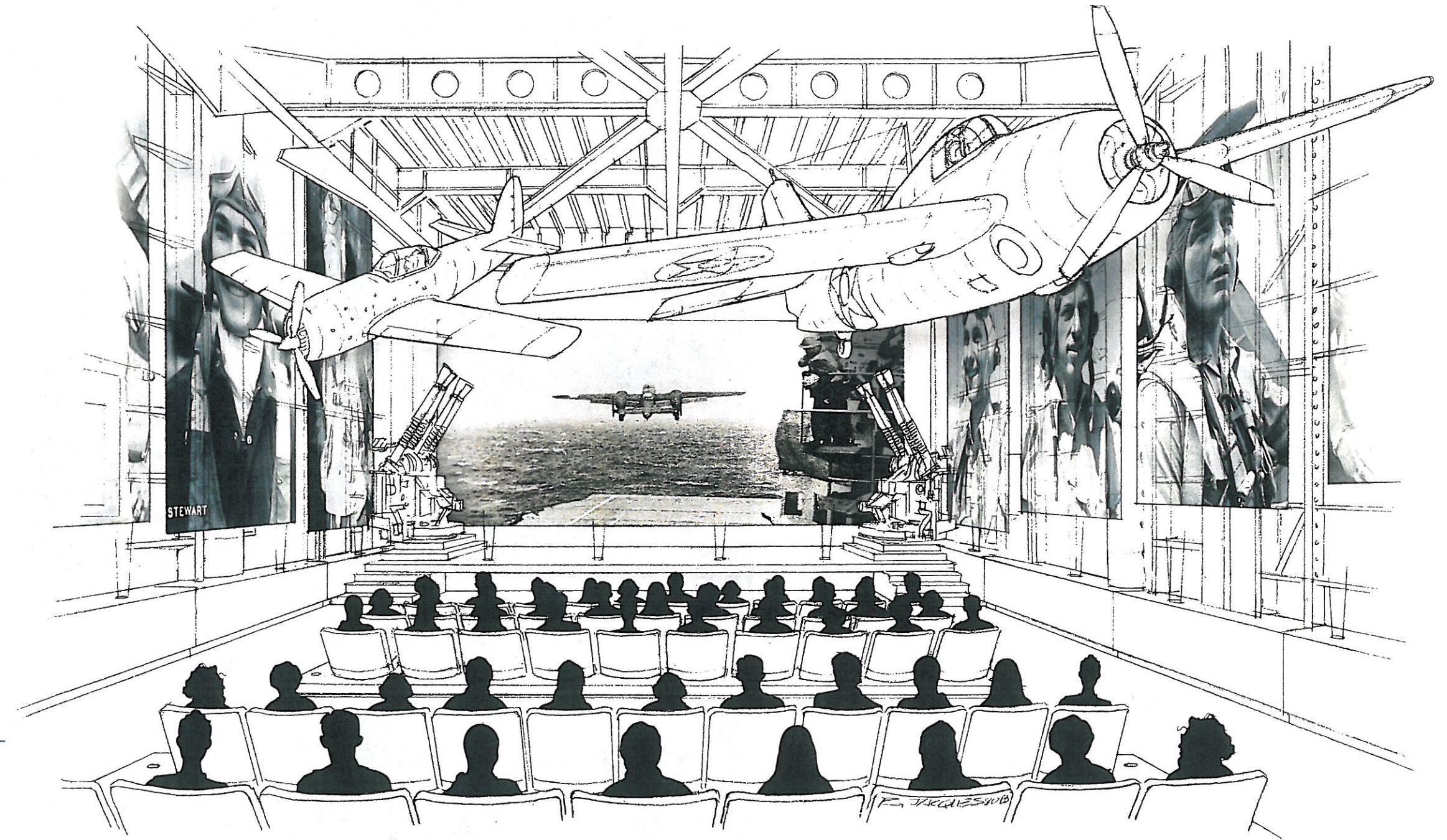


### **Hangar Bay 2: YORKTOWN STORIES**

A portion of Hangar Bay 2 will be transformed into a series of *vignettes* that played out aboard the USS Yorktown, giving visitors an opportunity to encounter some of her most historic moments. Theatrical effects, cast life-form figures, full-scale graphic backdrops, and scenic stage-sets will portray big stories like the readying of planes for a major mission, a bomb strike, and the recovery of the Apollo 8 astronauts. Smaller, more frequent moments too, like a memorial service, a mail call, or movie night might help personalize the story as well. As visitors circulate through the space, a “loose chronology” of Yorktown stories plays out.







Smokey Stover Theater:  
**MULTI-USE THEATER**



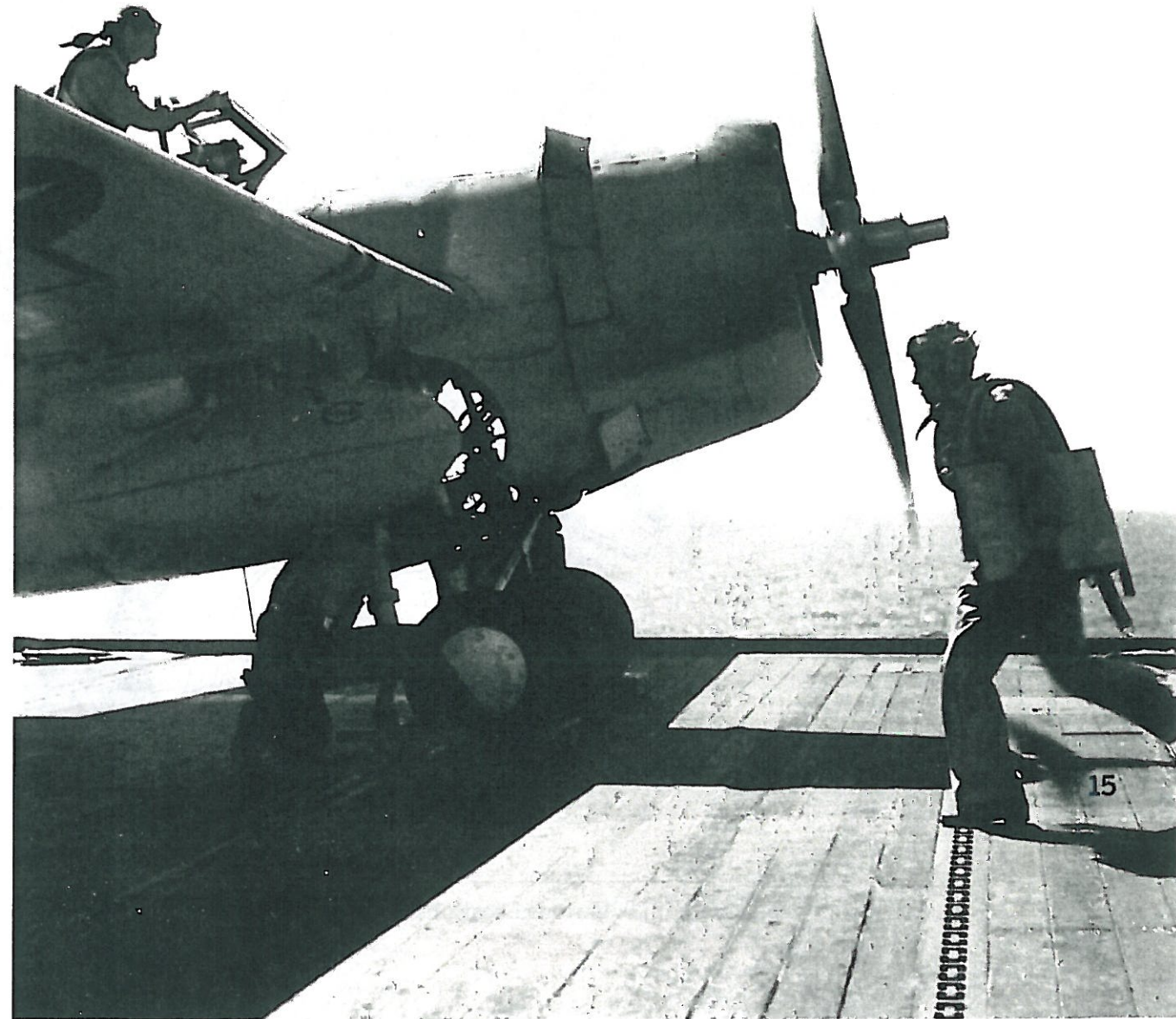
***Smokey Stover Theater: MULTI-USE THEATER***

The Smokey Stover Theater will offer timed presentations of a celebratory orientation film in a large-format “object theater.” Historic footage intercut with contemporary documentary style footage will provide an easy overview of the important contributions of the ship and crew. The goal of the new media presentation is to move visitors emotionally and to connect them to the story of the ship.

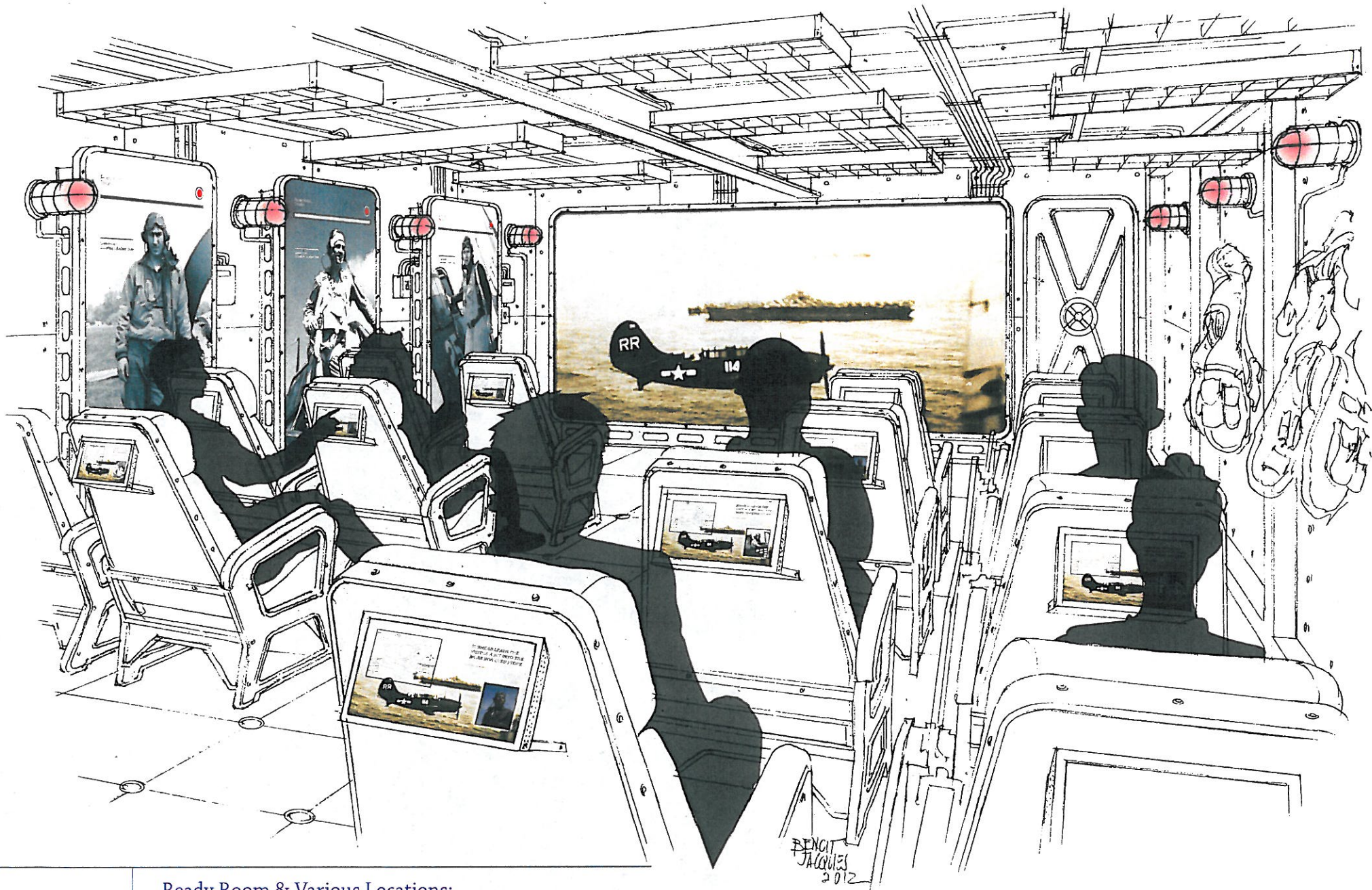
At key moments in the film, the projected image may expand to fit the breadth of the theater wall, break into numerous images, or move to the surfaces of any number of suspended large-scale artifacts like aircraft, a model of the Apollo capsule, or a replication of the bridge. Multiple, overlapping scrim-screens will afford the opportunity for the program to reveal objects, dissolve, blur, and meld, as do the stories of the ship.

***Feature Exhibitions Gallery***

In the location of the former Charleston Navy Yard Museum, the Feature Exhibition Gallery is reserved to be a highly dynamic space that can respond to local festivals, special events, anniversaries, etc. As a “gutted” space, and adjacent to the marquee of the Smokey Stover Theater, the Feature Exhibitions Gallery can be a destination in and of itself, and may at times be deserving of an up-charge. Its content can be custom-programmed by the staff or small-scale rented exhibitions (on related, science- or history-based topics) can be offered here.







Ready Room & Various Locations:  
**MOMENTS, MISSIONS, & MAYHEM**



**Various Locations**

**MOMENTS, MISSIONS, AND MAYHEM**

Throughout the interior of the ship, and at several times over the course on one's visit, small-scale theatrical presentations will immerse visitors in historical role play. Complimenting and coinciding with the moments offered by the vignettes in Hangar Bay 2, these play out in the actual locations all over the USS Yorktown. For example:

*A bomb strike event will be re-created at a point of impact;*

*A group of pilots is briefed in the ready room as they prepare for a historic mission;*

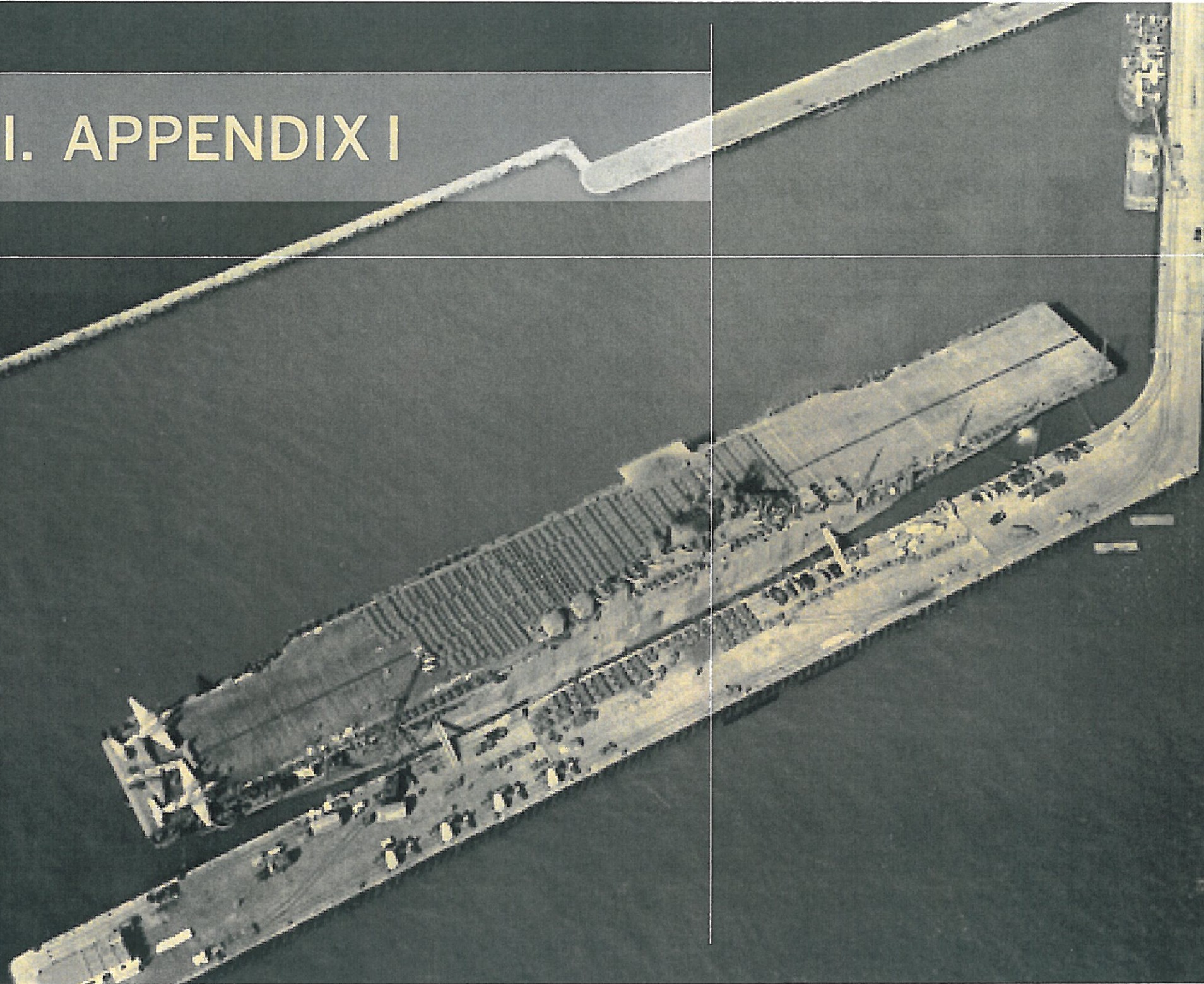
*Men are roused from their bunks to respond to a surprise attack.*

These moments of missions and mayhem may play out in several locations at the same time and be offered numerous times a day so that visitors may choose to revisit them from other perspectives and locations.





### III. APPENDIX I





## Benchmarking

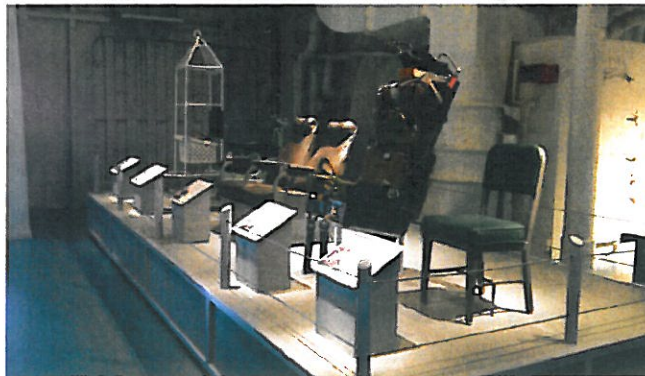
### USS Intrepid Museum Complex

[ Pier 86, Manhattan, New York ]

*The Sleek & Modern Exhibit Design  
Applied Over the Fabric of the Ship*

The USS Intrepid Museum Complex offers a multi-layered visitor experience with clean, sleek interactive exhibits; exhilarating simulator rides including a 4D Motion Ride Theater, a Gforce Encounter; a formal renovated theater that provides a 8 minute film describing the history of the ship; a Space Shuttle Pavilion; as well as a ‘in the hanger’ multi-media experience that transports visitors back to the day in 1944 when two kamikaze suicide planes struck the Intrepid. The Intrepid experience moves away from a traditional approach of simply making the ship (and it’s history) accessible to the public. Alternatively, Intrepid expands its content to other layers of science and history topics, and builds sleek, engaging exhibits over the original fabric of the ship.

This expansion from the traditional experience arguably compromises the authenticity of the hanger deck of the ship (where most exhibits are), and distances the visitor from the ship as an artifact itself. However, the design is sleek, clean and modern, and visitors are easily oriented and engaged upon arrival. In addition, the USS Intrepid skillfully utilizes its pier for additional attractions like the flight simulator, offering visitors an air-conditioned refuge, while also taking the strain off of the ship for having to house these additional elements.



#### TAKE-AWAY POINTS:

##### • **A Nice Mixture of Science and History**

- The Intrepid Timeline—Sleek and attractive. Double-sided glass—experience the people and their stories on one side, and the science side on the other.
- The Exploreum Hall –Hands-On, Interactive Exhibits. Meld the story of the USS Intrepid with larger content related to science and history. Thematic interactive exhibits are organized around “water”, “space”, “air”, and “life at sea”.

##### • **“The Story of Intrepid” Movie Sets up Context**

- “The Story of the Intrepid” is an 8-minute film that chronicles the history of the aircraft carrier USS Intrepid and her crew. Dramatic archival footage and personal interviews with former crew members help bring to life Intrepid’s story, from her commissioning during World War II to her current role as a museum.

##### • **‘In Hanger’ Multi-Media Experience**

- *Kamikaze: Day of Darkness, Day of Light* is a free multi-media experience incorporated into the exhibits. A narrator says, “if you were standing right here this many years ago”...and adds to the visitor experience with an immersive story.

##### • **Multiple Attractions in addition to the USS Intrepid**

—Utilize the pier for additional, air-conditioned experiences that do not clutter up the deck

- **Limited Ship Access**—Sleek, modern exhibits take away from the authentic “Lived-In” Experience



## Alcatraz

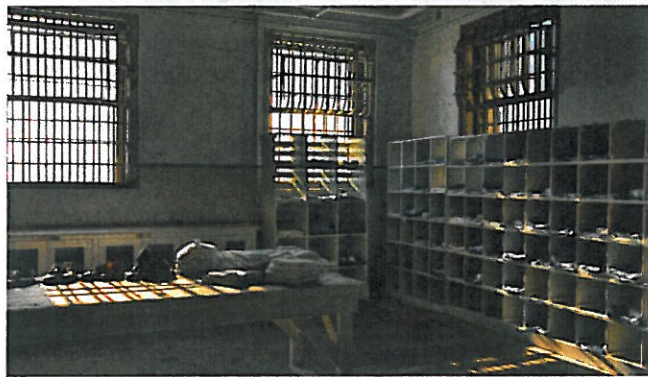
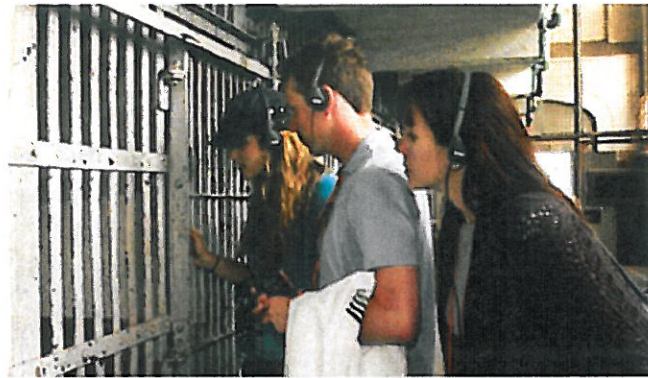
[ San Francisco, California ]

*Simple & Story-Driven—  
Embracing the Site Itself as the Main Attraction*

Alcatraz relies heavily on its existing structure to tell much of the story of life on Alcatraz Island and Prison. Graphic interpretation is extremely sparse, and high technology interactive exhibits are non-existent. The visitor experience is supplemented by an award-winning audio guide, which narrates the visitors' experience with tales of the prison and personal stories of the cast of characters who roamed the cell block and lived their lives behind bars. Visitors can stop and start the tours as they like, go at their own pace, and effectively have full control of their experience.

The prison is mostly open, and free of too much glass or exhibit constraints, allowing visitors to get up close to the history. Visitors can go “behind bars”, be in solitary confinement, and stroll out on the exercise yard. There are fascinating artifacts on display embedded within the authentic prison setting, which connect visitors to experiencing “the Rock” in a tangible way.

For example, in the “escape” cell, visitors learn that an escape hole was carved into the cinder block wall with only a spoon, and also see a homemade model representing the prisoner's head, made with human hair and meant to fool Prison Guards that the escapees were all present and accounted for during the nightly head count. Thoughtfully selected and placed objects such as these, which are incorporated into the original fabric of the prison setting, can serve to engage visitors of all ages. Not too mention, they help to provide for a memorable visitor experience.



### TAKE-AWAY POINTS:

- **Building as an artifact**—Visitors are coming to experience and learn from the building itself. Letting the original speak for itself.
- **Use of technology for effective self-guided experience**—Audio Tours with first person stories add personality and authenticity.
- **Personal, Memorable Stories** that connect visitors to the place and particular events that occurred on site.
- **Careful Artifact Selection**—Artifacts with powerful storytelling abilities embedded in the authentic setting.

## The U505 Submarine

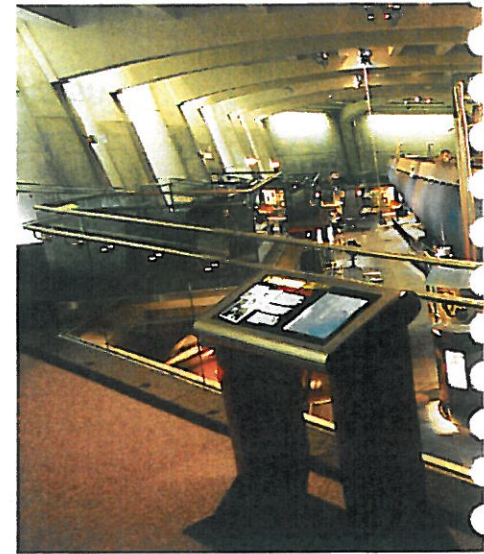
[ Chicago, Illinois ]

*Setting up the Experience:  
Effective Orientation to the Main Attraction*

The U505 exhibit is nestled within the larger experience of the Chicago Museum of Science and Industry. As such, the exhibits cover many different science topics in addition to the story of U505 and its historical context. The U505 exhibit achieves a nice balance between engaging, interactive, attractive exhibits and showcasing the authentic, conserved and magnificent captured German submarine.

A notable winning exhibit element is the initial visitor orientation to the experience. Prior to exploring the 280-foot submarine itself, visitors are provided with the historical context and significance of the U505 through an engaging multi-media experience. The orientation takes you through a brief history of WWII, specifically the naval aspects of the war. Audio-Visual displays tell the story of how the American and British Navies hunted down the German subs. These entry experiences give way to a tour of the sub itself. The sub allows the visitors to get closer to what life would have been like to live aboard. Visitors can climb through the hatch to experience the sights, sounds and feel that was reality for the sailors during wartime.

Additional exhibits around the sub provide large-scale engaging interactive components on “how subs work,” “tracking subs” and “life on board a sub”. The exhibits are nicely layered to intrigue military and history scholars as well as the novice or younger visitor.







#### TAKE-AWAY POINTS:

- **Visitor Orientation**—Prior to experiencing the U505 itself, you are set up with its context, relevance and meaning.
- **Striking a Balance**—
  - Nice balance of story and science, different layers of interpretation, modes of exhibit interpretation for various audiences.
  - There is also a nice balance in the design between sleek and modern elements, and the authentic, restored sub.
- **Potential Negative:**
  - **Dramatic Build-Up Takes Too Long**—Although the introductory experience is nicely done, it may feel too long to get to the actual sub, “Show me the sub!”

## USS Lexington

[ Corpus Christi, Texas ]

### *Authenticity, Access, and Emphasis on Patriotism*

One of the USS Lexington’s main goals is what they call, a “lesson of patriotism”.

*“To instill pride and patriotism in the public, particularly the youth, through displays, ceremonies and educational programs that emphasize the heroism and sacrifice of those who have served the nation in the Navy and the Marine Corps.”*

The museum achieves this goal by connecting visitors to the ship itself, and the men who lived aboard, with clearly designated tours and providing greater “up-close” access to the bones and heart of the ship. The USS Lexington offers five tours organized around the ship’s five main destinations: the Flight Deck, the Forecastle, the Gallery deck, lower decks, and the Hangar deck. The tours are clearly labeled, and are both color-coded and numbered.



In each area, particular events and stories specific to the USS Lexington experience are called out. For example, there are exhibits covering the story of the ship being nicknamed the “Blue Ghost” by the Japanese, and the ship’s role in the Battle of the Philippine Sea, or the “Great Marianas Turkey Shoot”. The Hangar Deck has Virtual Battle Stations that thrust visitors into the grit and chaos that was World War II, presenting them with harrowing challenges and climactic battles. In addition, the LEXINGTON boasts a Flight Simulator where up to fifteen passengers can “experience” being launched into battle. A unique element offered by the USS Lexington is the state-of-the-art 3D Mega Theater, which is included with admission. A downside to this experience, however, is that the theater is not used to tell the story of the USS Lexington itself, but hosts other films that are related to aviation and military history.

#### TAKE-AWAY POINTS:

- **Color coded, numbered tours**—All depart from the hangar deck
- **Designated Destinations:** different locations of the ship —Flight Deck and Bridge, Foc’sle, Gallery Deck, etc.
- **Authentic, Lived-in Experience**—Mission directed towards authenticity. In the lower decks, visitors can explore the crew members’ experience intimately.
- **Special ‘Hard Hat Tour’**—Provides even more access to the real ship, offering a tour into 15 areas of the ship that are not usually on the public tour.
- **Marketable experiences**—Including the 3D MEGA Theater, Virtual Battle Stations, and a Flight Simulator



## USS Hornet

[ Alameda, California ]

### *Veteran Docents Make It Memorable*

The USS Hornet offers a traditional “floating museum” experience, allowing visitors to explore the nooks and crannies of life aboard through self-guided tours and with the assistance of Navy and Marine veteran docents aboard the ship, who are available to answer questions. Much of the ship is accessible to visitors including the Captain’s bedroom, Catapult room, Crew’s sleeping area, kitchen, sick bed, emergency station, the focsle or forecastle. Simple displays of the ship’s artifacts help to tell the stories of the men who lived aboard the massive vessel. For example, rows and rows of kitchen trays are a



powerful, yet simple, illustration of the sheer quantity of men who were served breakfast, lunch, and dinner, and effectively demonstrate to visitors the scale of the ship’s daily operations.

One of the major winning points of the experience at the USS Hornet are the guided tours available, which take visitors into parts of the ship usually not open to the public on self-guided tours. Many of the ships docents are actual veterans of the USS Hornet, and their stories and inside accounts are crucial to successfully bringing the ship to life for visitors.

### TAKE-AWAY POINTS:

- **Lived-In ‘Real Ship’ Experience**—Self-guided intimate view of the ship as crew members experienced it.
- **Authenticity, Authenticity, Authenticity**—Veteran Docents add to the authenticity with compelling first-hand accounts and facts.

## USS Midway

[ San Diego, California ]

### *Expanding Audiences By Making It Family-Friendly*



The USS Midway provides a carefully balanced pairing of authentic ship experiences and highly interactive, engaging family friendly activities for all ages. Exhibits range from access to the crew’s sleeping quarters to a massive galley, engine room, the ship’s jail, officer’s country, post office, machine shops, and pilots’ ready rooms. In addition to having 60 locations described on their audio guides, there are distinct tours designed specifically for adults and teenagers, and child-friendly tours specifically directed at elementary and middle school children. The audio tours incorporate interviews with actual veterans—increasing authenticity and the ability of visitors to touch, see, and hear history.

Another impressive aspect of the USS Midway experience is their colorful and detailed Tour Map—not only does it color code and label every stop of the audio tour for visitors, but it also provides a visitor-friendly bulleted list of “don’t miss out” visitor activities and amenities at each ship level. Elements that serve to make the USS Midway a family-friendly experience are the many hands-on and interactive experiences including two types of flight simulators, music videos, short films, climb-aboard aircraft and cockpits, an “Ejection Seat Theater,” a walk-through jail, and an interactive where you can spot “bugs” under the Sick Bay microscope.



### TAKE-AWAY POINTS:

- **Audio Guides For All Ages**—Also embedded with personal stories, and interviews with USS Midway veterans.
- **Family Friendly Exhibits**—Hands-on activities, interactive elements, layered interpretation.
- **Clearly Marked & Easily Navigated Tours**—The tour map, numbered tours, and way-finding help visitors to plan their own visit strategically.



## USS Massachusetts

[ BB-59 ]

### *The Struggle to Stand Out on a Larger Campus*

Like the USS Yorktown, the USS Massachusetts is a ship amidst a larger campus called Battleship Cove. In addition to the USS Massachusetts, the cove includes five National Historic Landmarks: Battleship USS Massachusetts, Destroyer USS Joseph P. Kennedy, Jr., Submarine USS Lionfish, and PT Boats 617 and 796. In order to stand out amidst these other campus elements, as well as from other ship museums, the USS Massachusetts opened a multi-dimensional theater element called Experience Pearl Harbor. Experience Pearl Harbor is a film with special water and sound effects, meant to take visitors back to the day Pearl Harbor was attacked. Surrounded by the look, feel and sounds of 1941, you are immersed in period-appropriate details suggesting the island locale. Suddenly, the visitor becomes an eyewitness to history hearing approaching planes roar, machine guns chatter, falling bombs explode and seeing splashing water as a torpedo streaks through the water toward the USS Massachusetts.

Executive Director Brad King speaks of the experience saying, “We are immensely proud of being the only historic ship site doing anything like this”. Today, many “floating museums” offer flight simulators, theater experiences, and multi-media experiences. The USS Massachusetts has created a one-of-a-kind, marketable and memorable experience by incorporating the dock and the water below. However, a disconcerting interpretative element to this attraction is that the USS Massachusetts was not actually in Pearl Harbor during the Pearl Harbor attacks. In this theater reenactment, she merely “plays the part of the battleships actually moored at Pearl Harbor”.

### TAKE-AWAY POINTS:

- **Stand out in the Crowd**—A highly immersive experience incorporating the dock and the water below can serve to create a memorable highlight for the museum.
- **Tell Your Story**—Don’t stretch your story for marketability. Connect visitors to the ship by telling stories of the events that unfolded there. Otherwise, it negatively effects authenticity and can confuse/misinform visitors.



## National World War I Museum at Liberty Memorial

[ Kansas City, MO ]

### *Balanced, Immersive, and Memorable Exhibits*

Although not a “floating museum”, the National World War I Museum was chosen as a benchmark example due to its effective melding of different modes of interpretation from interactive exhibits to an immersive object theater. All modes

serve to successfully cover the global scope of World War I in an accessible and digestible manner. This is fully achieved by telling the history through the eyes of the Soldiers who were there. The exhibit narrative is told through the eyewitness testimony of people who experienced war. In addition to the rich graphics and artifacts displayed, there are also interactive exhibits where visitors can dig deeper. At the museum’s Interactive Table, for example, visitors can create their own Propaganda poster and email it home. There are also listening stations where visitors can hear the voices of WWI Soldiers; and touch screens where visitors can explore battle maps and individual events and stories.

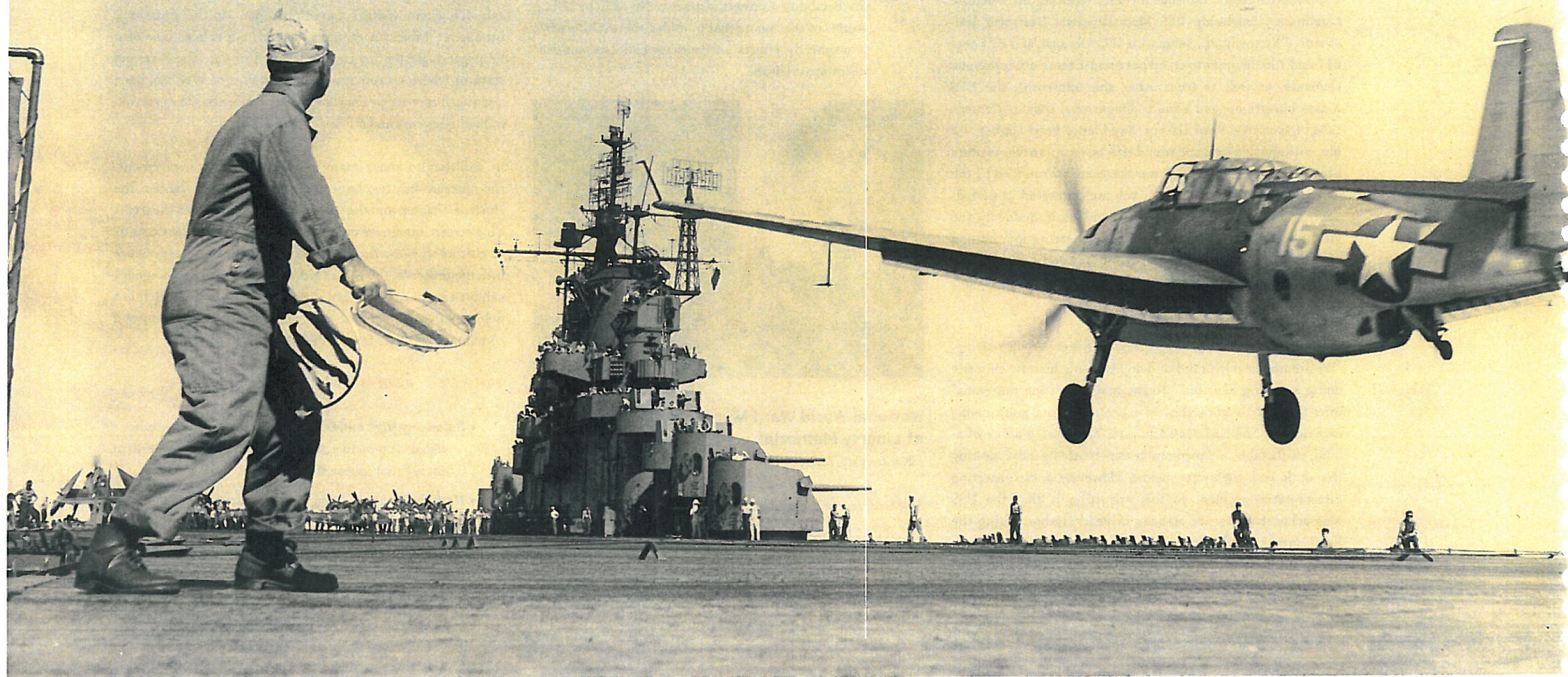
In addition to these many modes of visitor engagement, the museum has two large and memorable experiences: The Horizon Theater, and the Glass Bridge. The Horizon Theater is a big screen immersive object theater experience that explains to visitors why America entered the war. The entry experience into the museum, the Glass Bridge is a beautiful and poignant exhibit experience. Visitors cross the bridge under which is a field of 9,000 red poppies. Each poppy represents a thousand combatant fatalities from World War I.

### TAKE-AWAY POINTS:

- **Balancing High and Low Tech Interpretation**—Audio-visual, Interactive, Graphic components layered to engage multiple audiences.
- **Horizon Theater**—Used to provide context for the surround exhibit narrative, and made immersive through objects, props, light and sound effects.
- **Glass Bridge**—A simple, but emotionally powerful, design component that stays with visitors well after their visit.



## IV. APPENDIX II





## SCOPE OF STUDY

1. Focus on the overall experience of visiting the USS Yorktown, including but not limited to historical perspectives, educational perspectives, entertainment value, customer services, all museum-related programs, etc.
2. Address elements of the Patriots Point Development Authority's Three Year Business Plan which was adopted in the summer of 2011.
3. Consistency with this agency's marketing strategies, brand representation, our central message, etc.
4. Balance interpretive theory with "real world" opportunities and challenges, and consider all missions and programs (i.e. camping, education, event rentals, etc.) of the Authority, as well as budget constraints.
5. The Interpretive Plan must address issues and opportunities relative to:
  - Management of the museum
  - Markets and market analysis
  - Message(s)
  - Mechanics, (spatial, relationships of exhibits and tours, support systems, maintenance requirements, etc.)
  - Media
  - Entertainment value/opportunities
6. The plan must provide:
  - A 3 to 5 year implementation strategy
  - Meetings with staff and stakeholders
  - Strategies relative to customer relations and customer services (i.e., training, audio tours, phone apps, etc.)
  - Innovations that are cutting edge within the industry, including but not limited to interactive devices, sound and light effects, efficient storage and retrieval systems
  - Cost estimates for the 3 to 5 year implementation strategy, including proposed innovative Interpretive solutions



## ABOUT MUSAIC

The MUSAIC Design Group is a collaborative of interpretive designers from the Boston area.

MUSAIC—short for “museums of science, art, industry, and culture”—assists museums and cultural attractions of all types with interpretive planning, exhibition design, environmental graphic design, and project delivery. Our brand name is also evocative of *mosaic*, an art form that relies on the coming together of distinct pieces in order to create wholeness, coherency, and beauty.

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