



THE UNITED STATES NAVY MEMORIAL

2006 ANNUAL REPORT

THE UNITED STATES NAVY MEMORIAL'S MISSION

"To honor the men and women of the United States Navy — past, present and future"



Message From The President

At this writing, the Navy Memorial is fast approaching our 20th anniversary on Pennsylvania Avenue. In our plans to celebrate this milestone on October 13, 2007, we will be emphasizing the future and how we can grow to better serve Navy men and women—past, present and future. That has been my focus since I took the helm of this organization two years ago. We are proud to tell our donors that their 2006 investment in us was well managed and more efficiently spent on our mission: (1) providing a physical and virtual place for Navy people to reconnect with each other and celebrate the camaraderie of service at sea, (2) serving as the official ceremonial center of the Navy, and (3) providing a forum to educate the public about the importance of keeping the oceans free.

I have focused my efforts on a long-term strategy that will increasingly fund mission-based programs to support these three key elements. One of the smartest strategic moves we made at the beginning of 2006 was to make The Navy Log free, increasing its accessibility and removing one of the major barriers to registration. That move netted us 25,000 new entries in 2006—the largest single-year addition. This database is our “collection,” a repository of more than 600,000 stories of service—preserved for families and for posterity. It is a treasure that we felt needed an extra incentive to join; we believe strongly that the larger this collection is, the richer its educational value. In 2007 and beyond, we will be looking for additional ways to broaden its reach and interpret its content.

We host more than 250 active duty Navy events on the Plaza and in the Naval Heritage Center annually (500+ events total). However, the Navy contract reimbursement does not cover our costs of hosting these events. Instead of using our World War II veterans’ donations to offset this shortfall, we feel these valuable donations should be spent on education programs. As we move to strengthen our balance sheet, we are working to deepen our relationship with the active duty Navy and to diversify our revenue. Three major initiatives were undertaken in 2006 to achieve these goals. One was to outsource our retail and wholesale operations to a company that runs three other museum stores around the country (USS *Intrepid*, USS *New Jersey*, and National Museum of the U.S. Navy in the Navy Yard). As the retail operations perennially lost money, this action allowed us to focus efforts on mission-critical operations and new education programs.



Secondly, we are working to secure a more comprehensive contract from Naval District Washington to better offset the costs of hosting professional ceremonies and events for the Navy. Retirements are one of the most popular events we host—for many Navy families, the Navy Memorial is the place they spend their last day on active duty. The quality of that final event should be lasting and positive. Lastly, we hired a full time Vice President of Marketing and Communications, whose primary focus is to help grow our membership among a younger set of Sea Service veterans. Not unlike many membership-based organizations focused on veterans, we are seeing our core constituency of World War II

veterans decrease. In 2007 and beyond, we will be looking for new products and services that will appeal to younger audiences.

While outsourcing some non-core business functions (like retail) has enabled us to improve our margins, we also continue to increase our top-line revenue. Our corporate fundraisers continued to raise the bar in 2006, with record-setting revenues for the Golf Tournament and the Lone Sailor Awards Dinner. We received unprecedented media coverage in the wake of our tribute to Arnold “Red” Auerbach, who unfortunately died three days after our dinner. His evening with us was his last public appearance.

We want everyone in the Sea Services to appreciate and embrace this Memorial as their ceremonial home. It should be the place where they can record their service, enjoy camaraderie and reminisce with shipmates, and enjoy learning about the maritime heritage of our nation. In 2007, we want to continue our growth trend with a 5% increase in revenue and a 20% increase in visitor traffic—as well as an increase in Web site traffic. With your continued support, the great legacy that our Lone Sailor embodies will continue to flourish.

Sincerely,



Richard A. Buchanan
Rear Admiral, USN (Ret.)
President and CEO

Board of Directors

Officers

Adm. William J. Crowe, Jr., USN (Ret.)

Admiral Crowe has served as the Chairman of the Board since 2000 and has a long-standing association with the board since the Navy Memorial's conception in the 1980s. Admiral Crowe was Chairman of the President's Foreign Intelligence Board (1993–1994) and Chairman of the Joint Chiefs of Staff (1985–1989). In 1998 he chaired the Department of State Accountability Review Board for the embassy bombings in Dar es Salaam and Nairobi. He has sat on the boards of Texaco, Merrill Lynch, Pfizer, Norfolk Southern Corporation and General Dynamics. Currently, he is senior advisor to Global Options, an international crisis management firm in Washington, D.C. He began his Navy career aboard submarines USS *Wahoo* and USS *Trout*, and went on to serve as Commander-in-Chief of the U.S. Pacific Command, Allied Forces in Southern Europe, U.S. Naval Forces in Europe and the Middle East. He was awarded the Presidential Medal of Freedom in 2000.

Robert E. Naser

Mr. Naser is Vice Chairman of the Board and President and CEO of Robert E. Naser Realty, which develops commercial real estate in Massachusetts, Rhode Island, Connecticut, New Hampshire, New York and Florida. He served in the Navy Reserve from 1942 to 1950.

Rear Adm. Richard A. Buchanan, USN (Ret.)

Rear Admiral Buchanan has been President and Chief Executive Officer of the United States Navy Memorial since 2005. He retired from the Navy after more than 30 years of service in submarines.

Jonathan T. "Toby" Mack

Mr. Mack is Vice President of the Board. He is also President and CEO of Associated Equipment Distributors, the international trade association representing suppliers to the construction, mining and forestry industries in North America. Mr. Mack was deployed with the Seventh Fleet in Vietnam from 1967 to 1968. Later he served as Aide and Executive Assistant to the Deputy Commander-in-Chief of the U.S. Atlantic Fleet in Norfolk, Virginia.

John P. Cosgrove

Mr. Cosgrove has been Secretary of the Board since 1986. He was the Chairman of the Navy Memorial Dedication Committee, and Senior Past President of the National Press Club. He is now a communications consultant. His Navy service was on Destroyer Escorts from 1942 to 1946 in the South Pacific.

Rear Adm. Edward K. Walker, Jr., SC, USN (Ret.)

Rear Admiral Walker is Treasurer of the Board. He is Chairman of Vinson Hall Corporation, a trustee for the U.S. Naval Academy, and Vice Chairman of the Board of Directors at Herley Industries. A 1954 graduate of the U.S. Naval Academy, he spent 34 years in the Supply Corps, ending his career as the 35th Chief of the Navy Supply Corps.

Directors

Robert C. Bellas, Jr.

As a General Partner at Morgenthaler Ventures, Mr. Bellas is responsible for investment in numerous health care and information technology companies. He served in the Navy as a line officer on nuclear fast attack and ballistic missile submarines.

Charles W. Berger

Mr. Berger has been Chairman, President and CEO of DVDPlay, Inc., since 2006. He is a former CEO and board member of Nuance Communications, a leading provider of speech and imaging solutions for businesses around the world.

Charles Bowsher

As Comptroller General of the United States and Head of the General Accounting Office from 1981 to 1996, Mr. Bowsher worked to improve federal financial management. Before taking charge of the GAO, Mr. Bowsher served as Assistant Secretary of the Navy for Financial Management, and as a partner at the Arthur Andersen accounting firm.

John B. Burke

Mr. Burke is Managing Director and Co-Founder of Horizon Business Advisors, LLC, a leading consulting firm. Mr. Burke served in the Navy from 1969 to 1977.

John J. Chester, III, Esq.

Mr. Chester is a Partner at Chester, Willcox & Saxbe. He served as special counsel to President Richard Nixon, and as a member of the Ohio House of Representatives. He was an executive officer on USS *Carmick*, and a chief engineer on the USS *Hart* and USS *Dahlgren*.

David D. Chomeau

Mr. Chomeau is President and CEO of The Reliable Life Insurance Company. He previously served as a Senior Instructor for the NROTC unit at Marquette University until 1965. He served aboard the USS *Cormorant* and USS *Fechteler*.

Joanne Crown

Ms. Crown serves her community as a philanthropist. She is the widow of the late Captain Robert Crown, USNR, of Chicago, Illinois.

Robert C. Dorion

Mr. Dorion is a business entrepreneur, investor, philanthropist and a Navy veteran—having served on active duty for two years and in the Navy Reserves for seven years.

Thomas M. Dyer, Esq.

Mr. Dyer is a Partner at Blank Rome, LLP. He serves as the head of Blank Rome's business department and as a senior principal and director for Blank Rome Government Relations, LLC. He was a founding partner of Dyer Ellis & Joseph, which merged with Blank Rome in 2003. Mr. Dyer served in the U.S. Navy from 1967 to 1969.

Linda Easley

Ms. Easley is Vice President for Homeland Security Strategies at System Planning Corporation. She is also the co-creator of the patented GlobalTrak[®] supply chain management system.

Capt. James "Lou" Gorman, USNR (Ret.)

Captain Gorman serves as Executive Consultant to the Boston Red Sox. He has more than 35 years of experience in professional baseball with the Boston Red Sox, Seattle Mariners, Kansas City Royals, Baltimore Orioles, and New York Mets. He served two tours of military duty in Korea during his more than eight-year career with the U.S. Navy.

Dr. Barry Hannah

Dr. Hannah, of Hannah Associates, is the Head of the Re-entry Systems Branch for the Navy's Strategic Systems Programs and is the preeminent aerospace engineering leader for strategic nuclear re-entry systems.

Master Chief Petty Officer James L. Herdt, USN (Ret.)

Master Chief Herdt is CEO and President of Herdt Consulting Inc., an independent consulting firm specializing in human resource management, organizational design, leadership, change management, and institutional learning and training. He served as the Master Chief Petty Officer of the Navy 1998 – 2002.

Rear Adm. William Herron, USNR (Ret.)

Rear Admiral Herron is an independent consultant specializing in developing strategic and operational plans for the federal government marketplace. He previously served as Office Managing Partner for Arthur Anderson's Office of Government Services. He was a Reserve Officer who specialized in aviation maintenance.

Vice Adm. Albert H. Konetzni, USN (Ret.)

While on active duty, Vice Admiral Konetzni was a principal engineer for the 2003 Fleet Response Plan (a change in readiness posture that institutionalizes an enhanced surge capability for the Navy). He has been the recipient of numerous service medals, and is author of the book *Command at Sea*.

Thomas R. Kuhn

Mr. Kuhn is President of the Edison Electric Institute, the national association of the shareholder-owned electric companies that produce about 60 percent of the electricity generated in the United States. He has served as White House Liaison Officer to the Secretary of the Navy under President Nixon, and as a supply officer aboard the USS *Willard Keith*.

Capt. Gary G. Mahle, USN (Ret.)

Captain Mahle is the Director of the Advanced Engineering & Sciences Division at ITT Corporation. He served as a line officer on submarines, and as an engineering duty officer and an acquisition specialist at the Strategic Systems Programs organization.

Jack Mulhern

Mr. Mulhern is Vice President of Booz Allen Hamilton, which focuses on international military assistance. He is Booz Allen's corporate representative to the U.S. Naval War College, and was a special warfare officer on the USS *Cascade* and USS *Nitro*.

James J. Palmer

Mr. Palmer is President and Managing Director of Campbell-Ewald Advertising, the U.S. Navy's advertising agency of record. Prior to joining Campbell-Ewald, Mr. Palmer held sales and marketing positions with Westin Hotels, Merrill Lynch, and Quarton Group Publishers.

Rear Adm. Kendell Pease, USN (Ret.)

Rear Admiral Pease is Vice President of Government Relations and Communications for General Dynamics Corporation. General Dynamics is a market leader in aerospace technology, combat systems, marine systems, and information systems technology. He served as the Navy's Chief of Information from 1992 to 1998.

Joseph Small, Jr., Esq.

Mr. Small is Partner-in-Charge at Fulbright & Jaworski, LLP, an international law firm in Washington, D.C. His naval service was spent in Korea as a Chinese Language Officer under the United Nations Command.

Capt. Edward A. Sundberg, USNR (Ret.)

Captain Sundberg is President and founding member of Sundberg Communications Co., Inc. He is also the Joint Founder of Burruano Group, Inc., a business advisory service. After graduating from the Naval Academy, he served in the Navy as a line officer on submarines for five years and more than 30 years as a Navy Reservist.

Rear Adm. William Thompson, USN (Ret.)

Rear Admiral Thompson served as the Navy's Chief of Information from 1971 to 1975. He was the founder and first President of the United States Navy Memorial Foundation, and a recipient of numerous awards, including the Navy's Distinguished Public Service Award.

Henry F. Trione

Mr. Trione is an entrepreneur and philanthropist. He is the former Chairman of Geyser Peak Vineyards in California, and previously served in the U.S. Navy Supply Corps.

Richard C. Vie

Mr. Vie is Executive Chairman of Unitrin Inc., a financial services company providing insurance and consumer finance products and services. He served as a naval aviator.

Ex-Officio Members**Master Chief Petty Officer Joseph Barnes, USN (Ret.)**

Master Chief Barnes is the Executive Secretary of the Fleet Reserve Association, a non-profit organization comprised of enlisted personnel (active duty, reserve, and retired) of the U.S. Navy, Marine Corps and Coast Guard. He is also co-chairman of The Military Coalition. Prior to retiring from the Navy, he was the public affairs officer for the U.S. Navy Band.

Vice Adm. Robert F. Dunn, USN (Ret.)

Vice Admiral Dunn is President of the Naval Historical Foundation. His naval career experience includes serving as Deputy Chief of Naval Operations for Air Warfare. He has served as an independent consultant to the aerospace industry, and is currently serving as Interim President of the Association of Naval Aviation.

Rear Adm. Paul Tobin, USN (Ret.)

Rear Admiral Tobin is Director of Naval History at the Naval Historical Center. He was previously the Vice Chief of Naval Education and Training to the Oceanographer of the Navy. He first served aboard the USS *Towers* after graduating from the Naval Academy in 1963.

The Department of History and Education is responsible for providing historical reference information, research assistance, creating and conducting educational programs for the youth and general public, and creating exhibits in the Naval Heritage Center. The Department of History and Education sustained and grew a number of existing educational programs, and initiated a public programming initiative to encourage repeat visits to the Navy Memorial.

Director of Education Mark Hacala uses vintage uniforms, insignia, and photographs as visual aids for his "Foul Anchor" lecture series that reaches more than 600 chief petty officers annually.



Youth Education Programs

In 2006, the Department sponsored "Navy Heroes," a class bringing together World War II veterans and local high school NJROTC students. The Department also hosted high school students from the Police Athletic League of New York as they toured naval and government sites in the Washington, D.C. region. The PAL program was funded by Amalgamated Bank.

Training

A special naval history lecture "Foul Anchor: A History of the Navy Chief Petty Officer" was presented by Director of Education Mark Hacala to more than 600 chief petty officers and CPO selectees from 40 different commands as part of CPO indoctrination. Using vintage uniforms,

insignia, and photographs as visual aids, the lecture traced the history of senior enlisted leadership from the days of sail to the present.

Navy V-12 Intern

The Navy Memorial welcomed a summer intern to its ranks in 2006. Jordan Kessler was sponsored by the Navy V-12 Endowment, which was established by World War II veterans of the Navy's V-12 educational program. Kessler, an American University student, provided the department with research assistance and preparation of educational materials.

Historical Exhibits

Several new exhibits were featured in the Naval Heritage Center in 2006. A 200-square-foot exhibit honoring the 50th anniversary of the Navy's Strategic Systems Programs office and one of equal size to honor the 60th anniversary of the Blue Angels included video monitors and audio spotlight speakers with graphics panels. An exhibit on cartoonist Jeff Bacon's "Broadside" cartoons highlighted the artist's whimsical look at Navy life. Captain Bacon, creator of the long running cartoon in *Navy Times*, also appeared at the United States Navy Memorial for a special presentation and book signing on November 16. He discussed illustrations from his latest book, *20 Years of Broadside*. His "Broadside" cartoons have appeared weekly in *Navy Times* since 1986. In 2005, he began contributing cartoons to the Navy Memorial's newsletter.

RIGHT: Director of Education Mark Hacala and cartoonist Jeff Bacon pose in front of the Navy Memorial exhibit that honors 20 years of Bacon's witty "Broadside" cartoons.





America's First Sea Warrior; Doug Hubbard, *Special Agent, Vietnam*; Claude Berube, *A Call to the Sea*; and William H. White, *In Pursuit of Glory*.

LEFT: Navy Memorial visitors enjoy the graphics panels that celebrate the 50th anniversary of the Navy's Strategic Systems Programs and the 60th anniversary of the Blue Angels.

Public Education Programs

Blessing of the Fleets

One of the highlights of the year, the Navy Memorial's 15th annual Blessing of the Fleets ceremony, paid homage to the sailing fleets of the world. Vice Adm. John C. Harvey, Jr., Chief of Naval Personnel, was the guest speaker for the ceremony. Navy Chaplain Lt. Cmdr. John Kalantzis gave the blessing, after which Navy Ceremonial Guard Sailors poured water from the "Seven Seas" into the Navy Memorial's surrounding fountains, "charging them to life!" After the ceremony, Sailors from the White House Mess served navy bean soup to hundreds of attendees.

Lunchtime Lectures

A new monthly program also began this year. The United States Navy Memorial's "Lunchtime Lectures with *The Lone Sailor*" invited authors to discuss and autograph their latest works on naval history. These authors included Joseph Callo, *John Paul Jones*:

Battle of Midway

Proud veterans traveled from all over the country this year, to participate in the public commemoration of historical Navy battles. Seventeen survivors traveled across the country to participate in the Battle of Midway ceremony, to commemorate the 64th anniversary of the historic battle. Speakers included Adm. Robert F. Willard, USN, Vice Chief of Naval Operations; Rear Adm. Terence E. McKnight, USN, Commandant, Naval District Washington; and Rear Adm. Richard A. Buchanan, USN (Ret.), President and CEO, United States Navy Memorial.

Veterans Day

On November 9, five Army Air Corps veterans of the famed Doolittle Raid (in which carrier-based bombers attacked Japan in 1942) met three veterans of the USS *Hornet*—including one crewmember, Philip Antonello, who was aboard during the launch. Together, the Raiders and *Hornet* veterans were joined by U.S. Navy and U.S. Air Force color guards as they laid a wreath at the Navy Memorial to commemorate the event and those who lost their lives in the daring attack.



Seventeen Battle of Midway vets traveled from around the country to attend the 64th commemoration ceremonies at the Navy Memorial.

Students from Burrows Elementary School, Marine Corps Base Quantico, Virginia search for historical information depicted in the bronze relief sculptures during their visit to the Navy Memorial.



Pearl Harbor Day

The Navy Memorial has also been the site of the Naval District Washington's annual wreathlaying ceremony to honor our nation's sacrifices during the attacks on December 7, 1941. Participating in the Pearl Harbor Day commemoration ceremonies were Master Chief Petty Officer of the Navy Joe R. Campa, Jr. and retired Navy Capt. Norman

Lancaster, of Arlington, Virginia. Captain Lancaster served aboard USS *Phoenix* during the 1941 attack.

Family Holiday Party

Santa came to town on December 9 as the United States Navy Memorial held its annual family party. The U.S. Navy Band's Brass Quartet performed, and the Hallmark Channel's new film, "*The Christmas Card*," was screened for the public. The event also provided a chance to donate toys to the U.S. Marine Corps Reserve's Toys for Tots campaign.

The Navy Log

In January 2006, the Memorial made the bold decision to make the Navy Log free in perpetuity. This move resulted in 25,000 new registrations over the course of the calendar year—a record number for this database of Sea Service veterans.

A historic reunion of the Doolittle Raiders and the USS *Hornet* veterans, held in conjunction with Veterans Day commemoration ceremonies at the Navy Memorial in 2006.



The Foundation does not receive subsidies from the Federal government and there are no dues for membership. For these reasons, the Foundation must rely on donations and carries out a number of fundraising solicitations and events during the year to raise revenue. The direct mail program remains the largest program and the results this year were better than the previous year, as the Foundation focused appeals around activities at the Navy Memorial and improvements in the facilities and exhibits. The Quarterdeck Club grew significantly, almost doubling in members, from just over 500 to more than 900 members in the Club.

Corporate Programs

This year, every corporate initiative increased its revenues. The Lone Sailor Awards Dinner is the primary fundraising event for the United States Navy Memorial. The evening is a celebration of our country's maritime heritage, bringing together many distinguished veterans, active duty and future leaders of the United States Navy, Marine Corps, Coast Guard and Merchant Marines. This year, the dinner included 650 attendees and raised more than \$740,000. Admiral William Crowe and Arnold "Red" Auerbach were honored with a Lone Sailor award. Sen. Daniel Inouye (D-Hawaii) was honored with the Naval Heritage Award.

Another major fundraiser, the 16th annual golf tournament, included 156 golfers, and raised more than \$200,000 for Navy Memorial programs.

Quarterly Fantail Breakfasts once again offered corporate supporters a chance to interact with Sea Service leaders in a small, intimate venue (less than 100 people). For the first time, the breakfasts were underwritten, making them a revenue-generating program.

Planned Giving

The focus of the Planned Giving Department is upon bequests, charitable gift annuities (CGAs) and commemorative plaques.

As of December 31, 2006, the Foundation has been notified of 30 specific bequests totaling \$1.9 million dollars and 38 bequests of an unspecified amount. Our Bequest Program in 2006 provided a little over \$276,000 in revenue.

The Commemorative Plaque program allows an individual, group, ship, squadron, shipmate or specific battle veteran the opportunity to create a permanent memorial by sponsoring a plaque. This year, 50 new commitments were made for plaques on the United States Navy Memorial's Commemorative Wall. More than \$122,000 was raised through plaque sponsorship. The plaques are displayed publicly and viewed by thousands of visitors annually, including veterans, families and friends, tourists and school children as well as visitors to the Navy Memorial's Web site (www.navymemorial.org).

Our Charitable Gift Annuity Program increased in 2006, from 11 new contracts and \$251,000 in revenue in 2005, to 12 new contracts and \$257,000 in revenue in 2006. There are currently 39 participants, 54 contracts and more than \$868,000 under management. The program allows donors to



Arnold "Red" Auerbach receives his Lone Sailor Award from Coach John Thompson and Rear Admiral Buchanan.

RIGHT:

The ninth *Lone Sailor* statue was dedicated this year in Fort Lauderdale, Florida. The statue is located in the heart of the Riverwalk Arts and Entertainment District.

receive a lifetime income, with a solid return on their investment, and a tax benefit. This rapidly growing program was started with a \$10,000 donation from actor Tony Curtis in 2002.

Statue Outreach

The United States Navy Memorial also is extending its presence outside of Washington, D.C., through the Statue Outreach program. This program is intended to give our Sea Service community a place to convene and connect with shipmates around the country, and to inspire future generations to become American Sailors.

Ongoing efforts have been successful in establishing more than a dozen Lone Sailor and Homecoming statues in communities where the maritime heritage of the United States is celebrated. Dedication of the ninth Lone Sailor statue occurred in October in Fort Lauderdale, Florida. The statue is located in the heart of the Riverwalk Arts and Entertainment District. It commemorates Fort Lauderdale's significant naval history and honors all men and women who are serving and have served in the Sea Services.



A dedicated committee in Charleston, South Carolina has completed the fundraising necessary to place a Lone Sailor statue on the newly built Greater Charleston Naval Base Memorial. Thanks to the enthusiasm of the Mayor of North Charleston for this project that sits within North Charleston's city limits, a Homecoming statue also will be dedicated at this historic site. The dedication will take place in the fall of 2007.

Balance Sheet

**United States Navy Memorial Foundation
Statement of Financial Position
December 31, 2006**

| Assets | |
|---|-----------------------------------|
| Current assets | |
| Cash and cash equivalents | \$ 89,205 |
| Short-term investments | 97,138 |
| Accounts receivable | 217,802 |
| Contributions receivable | 531,218 |
| Inventory | 143,877 |
| Prepaid expenses and deposits | 141,378 |
| Total current assets | <u>\$ 1,220,618</u> |
| Noncurrent assets | |
| Long term investments | \$ 1,620,048 |
| Contributions receivable, net of current portion | 115,284 |
| Property and equipment, net | 2,714,232 |
| Inventory | 61,102 |
| Trademarks, net | 18,050 |
| Total noncurrent assets | <u>\$ 4,528,716</u> |
| Total assets | <u><u>\$ 5,749,334</u></u> |
| Liabilities and Net Assets | |
| Current liabilities | |
| Accounts payable | \$ 405,003 |
| Accrued expenses | 66,795 |
| Deferred Revenue | 49,585 |
| Current maturities of future obligations under annuities | 36,296 |
| Total current liabilities | <u>\$ 557,679</u> |
| Noncurrent liabilities | |
| Future obligations under annuities, less current maturities | 403,906 |
| Total noncurrent liabilities | <u>\$ 403,906</u> |
| Total liabilities | <u>\$ 961,585</u> |
| Net assets | |
| Unrestricted | \$ 3,958,320 |
| Temporarily restricted | 638,594 |
| Permanently restricted | 190,835 |
| Total net assets | <u>\$ 4,787,749</u> |
| Total liabilities and net assets | <u><u>\$ 5,749,334</u></u> |

Income Statement

**United States Navy Memorial Foundation
Statement of Activities
December 31, 2006**

Revenue, Gains and Other Support

| | |
|---|----------------------------|
| Memorial contributions | \$ 2,179,798 |
| Private gifts and grants | 1,359,207 |
| Sales and services of auxiliary enterprises | 460,807 |
| Special projects and events | 1,397,830 |
| Navy ceremony | 247,681 |
| Heritage Center | 50,469 |
| Investment income | 153,036 |
| Other revenue | (22,818) |
| Total revenue, gains and other support | <u>\$ 5,826,011</u> |

Expenses

Program services

| | |
|-----------------------------------|----------------------------|
| Naval Heritage services | \$ 1,997,232 |
| Expenses of auxiliary enterprises | 716,286 |
| Special events | 737,076 |
| Educational services | 309,828 |
| Memorial log | 409,056 |
| Total program services | <u>\$ 4,169,478</u> |

Cost of direct benefits to donors

\$ 22,507

Supporting services

| | |
|----------------------------------|----------------------------|
| Fundraising | \$ 1,243,656 |
| General and administrative | 375,943 |
| Total supporting services | <u>\$ 1,619,599</u> |

Total expenses

\$ 5,811,584

Change in net assets

\$ 14,427

Net assets, beginning of year

\$ 4,773,323

Net assets, end of year

\$ 4,787,749

12

Events and Facilities Use

The Naval Heritage Center continues to be a desirable location in which to hold active duty events, military reunion group tours, and corporate meetings and receptions. In addition to our tried and true events such as Blessing of the Fleets and the annual Battle of Midway commemoration, we hosted several other high profile events—including the Secretary of the Navy's Navy Cross presentation to the widows of two Navy SEALs, and a joint U.S. Navy and U.S. Air Force wreathlaying for the USS *Hornet* and the Doolittle Raiders. Both events allowed us to showcase our Memorial Plaza and the Naval Heritage Center. We have also seen an increase in visitor traffic to the Naval Heritage Center; new exhibits are a draw for both first time visitors and returning guests.

Events:

- 93 Retirements
- 28 Reenlistments
- 2 Commissionings
- 43 Drill team performances
- 24 Plaque dedications
- 12 Promotions
- 26 Navy Band Concerts

- 8 Navy Wreath Layings
- 35 Reunion Group Wreath Layings
- 19 High School Concerts
- 21 Navy Memorial Tours

Additional Ceremonies:

- Blessing of the Fleets
- Battle of Midway Commemoration
- Naval Historical Center Submarine History Seminar
- Ceremonial Guard Graduation
- George Washington University, Navy Intern Graduation
- Secretary of the Navy's Navy Cross Presentation

Awards Programs:

- Navy Recruiter of the Year Ceremony
- Chief Petty Officer Pinning Ceremony
- CHINFO Sailor of the Year Selection
- Secretary of the Navy's Environmental Awards Program
- Secretary of the Navy's Energy Awards
- Secretary of the Navy's Safety Excellence Awards
- Navy Civilian Awards Program



A chief petty officer pinning is one of many events hosted on the Navy Memorial Plaza that allows the public to catch a glimpse of Navy traditions.

\$100,000 to \$300,000

Estate of Mr. Charles Thomas Bruce
Mr. Robert C. Dorion *
General Dynamics Corporation *
Mr. Edward Lee Kilwien, Sr. *

\$50,000 to \$99,999

Booz Allen Hamilton Inc.
Estate of Mr. James Booze
Greater Charleston Naval Base Memorial
Lockheed Martin Company *
Northrop Grumman Corporation
Raytheon Company
Mr. Richard C. Vie *

\$25,000 to \$49,999

Robert & Joanne Crown Charitable Fund
Stewart and Mary Lindsay
CAPT John Alexander McConnachie, USN
(Ret.)*
Navy League of the United States
Mr. Robert E. Naser *
Mr. Henry F. Trione *
RADM Edward Keith Walker, Jr., SC, USN(Ret.)*

\$20,000 to \$24,999

BAE Systems*
Mr. Robert Caldwell Bellas
Boeing Company
ADM William J. Crowe, Jr., USN (Ret.) *
William Rosenberg Family Foundation Inc.
Surface Navy Association
Mr. Neil J. Van Sloun*
Mrs. Sylvia Van Sloun*

\$15,000 to \$19,999

Merrill Lynch & Co., Inc.
The Staubach Company*

\$10,000 to \$14,999

Anteon Corporation
Mr. William Smoot Antle, III
Mr. Nicholas R. Beltrante *
Mr. Martin N. DeGrand *
DRS Technologies, Inc.
Ms. Linda Easley
Federal Express Corporation
Mr. Morgan L. Fitch, Jr.
Mr. Henry T. Flesher, Jr.*
ADRC Ragnar Walden Franzen, USN (Ret. *
Freddie Mac Foundation
General Atomics
Mr. George L. Hayes *
MCPON (SS/SW/AW) James L. Herdt, USN
(Ret.)
Herley Industries, Inc. *
MMCS George Lewis Hurley, USN (Ret.)*

IBM Consulting Services*
ITT Advanced Engineering & Sciences
Maersk Line, Limited
Pratt & Whitney *
Raytheon
SERCO
CWO4 Edward L. Sowman, USNR (Ret.)*
Mr. Stanley Cramer Stratton
Mr. William Thornton White, III

\$5,000 to \$9,999

American Beverage Association*
CDR Gene L. Bieber, USN (Ret.)*
Ms. Esther L. Purdum Campbell *
Mr. John P. Cosgrove *
Federated Dept. Stores Foundation
Mr. Benjamin J. Jason*
VADM Albert H. Konetzni, Jr., USN (Ret.)
Mr. Jonathan T. Mack *
Macy's East
ADJG Keith L. Meide, USN (Ret.) *
Mr. David Luttrell Morrow, USNR (Ret.)
Navy Federal Credit Union
Mr. Jim Palmer *
Mrs. Ivada R. Parker
Pfizer, Inc.
Mr. Joseph T. Small, Jr.
Toyota Motor Sales USA *
USS *Pennsylvania* Reunion Assoc., Inc.
Verizon Federal Networks
Wachovia
Washington Management Corporation Fund.*
Mr. Patrick H. Wastal, Jr.
Mr. Peter C. Wight

\$2,500 to \$4,999

Alliant Techsystems Inc.
Jos A. Bank Clothiers
AQCS Charles V. Borner, USN (Ret.) *
John J. Chester, III
Computer Sciences Corporation
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 RADM Andrew A. Giordano, USN (Ret.)
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