

THE UNITED STATES NAVY MEMORIAL
ANNUAL REPORT
2007



20TH
ANNIVERSARY

Message From The President

I was privileged to be at the helm of The United States Navy Memorial as we celebrated our 20th anniversary on October 13, 2007. For two decades, *The Lone Sailor*® has held vigil over the Granite Sea on the Navy Memorial Plaza on Pennsylvania Avenue, inspiring thousands of Navy men and women – past, present and future. He has witnessed some of the most important milestones of their lives: their inductions into the service, their reenlistments, their promotions, their retirements, and for some, he has even presided over their memorials. This year, we kicked off a new tradition on the Plaza, Navy Day in D.C., which will be held on our Navy birthday every year and jointly hosted by Naval District Washington and the Navy Memorial. It celebrates the long history of the Navy in D.C. and welcomes the general public to learn about the rich maritime history of our nation.

Over the past 20 years, we have been honored to preserve the records of service of more than 600,000 Navy, Marine Corps, Coast Guard and Merchant Marine men and women in our Navy Log. During that time, we received a multitude of suggestions from you that prompted us to evaluate the online experience. We listened to you, our valued members, and are making some changes. In 2008, the new Navy Log will: (1) enable individual Navy Log users to decide what kind of information they want to record and offer them dynamic photo and video features, (2) expand the Navy Log's capabilities to include groups (reunions, chiefs mess, wardrooms, classmates, etc.), and (3) include members of our larger Navy community in the Navy Log, like spouses of Navy service members, and civilians who have worked for the Navy. Our loyal Navy Log participants should be confident to know their records will remain fully intact. But we also hope that you will take the opportunity to explore the new Navy Log and see the new ways you can express and share your passion for the Navy online.

Finding ways to reconnect Navy people is at the core of our mission here at the Navy Memorial. Doing it online allows us to reach our global audience wherever and whenever people desire to engage. In addition to the Navy Log, we launched NAVY TV (www.navytv.org) in the fall of 2007 and it continues to grow on a daily basis with short videos covering a wide range of Navy subjects – all available for viewing 24 hours a day. These Internet initiatives have required significant capital and human resource investments that adversely affected our bottom line in 2007. However, we feel strongly that these one-time costs are necessary to be relevant to a younger constituency who value the online experience and appreciate being connected to the Navy Memorial from anywhere in the world.

The Sea Services require the dedicated commitment of men and women who understand and overcome the challenges of sea duty and the loneliness of time away from loved ones. The Navy Memorial is dedicated to honoring the men and women who serve. The support from all of you who value service is absolutely necessary as we continue to carry out our mission.

Sincerely,



Richard A. Buchanan

Rear Admiral, USN (Ret.)

President and CEO





Admiral William J. Crowe, Jr.

In October 2007, we lost a great American, a true patriot, and a dedicated leader with the passing of Admiral William J. Crowe, Jr. Admiral Crowe embodied everything a true American patriot could be. He served his country bravely as a naval officer, rising in the ranks as he served aboard submarines like the USS *Wahoo* and the USS *Trout*. He served as Commander-in-Chief of the U.S. Pacific Command, Allied Forces in Southern Europe, and U. S. Naval Forces in Europe and the Middle East. He was Chairman of the Joint Chiefs of Staff under presidents Reagan and Bush, and served as U.S. Ambassador to the United Kingdom of Great Britain and Northern Ireland. He went on to serve his country in the public and private sectors as well. He sat on the boards of Texaco, Merrill Lynch, and Pfizer, and served as senior advisor to Global Options, an international crisis management firm in Washington, D.C. He received the Presidential Medal of Freedom in 2000. But Admiral Crowe will be most remembered by us for his unwavering devotion to the Navy Memorial. He had a long-standing association with the Memorial since its conception in the 1980s, and helped lead the Memorial Foundation as Chairman of the Board of Directors from 2000 to 2007. Whether in uniform, in office, or in the board room, Admiral Crowe embodied the Navy's core values and he will be sorely missed.



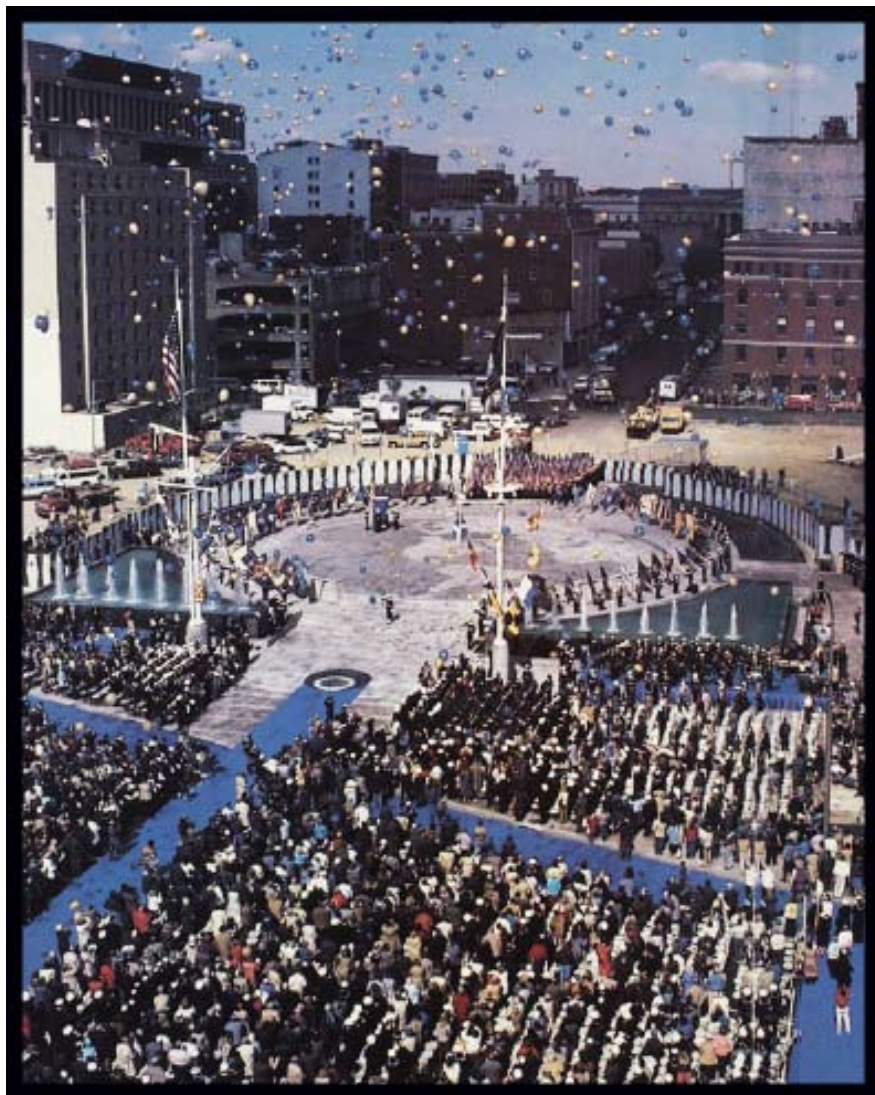
Happy Birthday!

By Rear Admiral William Thompson, USN (Ret.)

It hardly seems like 20 years since the dazzling dedication of the United States Navy Memorial took place on October 13, 1987; it was quite a show. Dedication day was windy, with temperatures in the low 50s. The ceremony started when Dedication Chairman John Cosgrove introduced our board chairman, Senator John Tower, who introduced a series of stellar speakers: Chief of Naval Operations Admiral Carl Trost, Secretary of the Navy James Webb, Chairman of the Joint Chiefs of Staff Admiral William Crowe, Chairman of Pennsylvania Avenue Development Corporation Henry Berliner, and the principal speaker, Secretary of Defense Caspar Weinberger, who concluded his remarks with “Bring the memorial alive!”

With that order, a contingent of Navy Honor Guard Sailors poured waters of the Seven Seas into the four energized memorial pools, four bands performed a rousing rendition of the National Anthem, fireworks erupted, and 1,000 balloons were released, all climaxed by a flyover of Navy aircraft up Pennsylvania Avenue at 1,000 feet. At this point, the ceremonial plaque at the memorial received its dedication, while Master Chief Petty Officer of the Navy William Plackett unveiled *The Lone Sailor* statue, beginning its eternal watch. Secretary Webb then swore-in a Navy Memorial company of recruits and reenlisted a large contingent of petty officers. We did it all!

Other than the successful dedication event, most important to me was the recollection of the outstanding support our effort received over the previous nine years from many individuals, principally the stalwarts on the staff. To cap dedication day, Foundation Director Joanne Crown of Chicago asked if I would escort her on a personal tour of the memorial. Following us was a man wearing a Fleet Reserve Association hat, indicating he was a retired chief petty officer. At tour's end, the gentleman stepped forward. “Admiral Thompson?” he questioned. I replied in the affirmative. He tried to say something, but finally moved in to give me a hug, saying to me softly, “Thank you.” He then backed off, with tears streaming down his face. That made my day.



History and Education

The Department of History and Education is responsible for providing historical reference information and 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 in 2007.

The Year of the Navy SEAL

The United States Navy Memorial honored the Navy's Special Warfare community with a yearlong retrospective centered on a multimedia exhibit. Through dramatic imagery, video footage, lifelike mannequins outfitted in combat gear, and artifacts, "Sea, Air, Land: The Navy's Special Operations Sailors" paid tribute to the dedication, valor, and sacrifice of the Navy's SEALs and Special Warfare Combatant-craft Crewmen who take on the nation's most dangerous and demanding missions.

A variety of activities marked the year's tribute. Documentary films on the SEALs' training and service played to audiences in the Arleigh & Roberta Burke Theater. Several SEALs joined a captivated audience for an unclassified presentation on their missions around the world. During the annual Blessing of the Fleets, Navy Special Warfare personnel displayed some of their equipment and transportation, specifically a HMMW-V ("humvee") combat vehicle as well as a rigid-hulled inflatable boat. On a more somber note, a ceremony to present the Medal of Honor flag to the next of kin of a Navy SEAL who was killed in action gave public recognition to the valor and sacrifice of these dedicated Sailors.



Sailors of the Year Exhibit

Each year, every ship, station, and command around the world chooses its Sailor of the Year based on leadership, professionalism, dedication, and superior performance. These selectees compete against recipients from other commands at higher and higher echelons until the Navy's four finest are chosen.

A new exhibit opened in the Naval Heritage Center to pay a yearlong tribute to the Navy's Sailors of the Year. Using static imagery and video biographies and interviews, the exhibit showed visitors the finest examples of the enlisted force. The four top Sailors were: SO1(SEAL) David Hansen, Pacific Fleet Sailor of the Year; EOD1(EOD/AW) Randy Leppell, Fleet Forces Command Sailor of the Year; AW1(AW/SW/NAC) Marc Stewart, CNO



History and Education

Shore Sailor of the Year; and AT1(AW/NAC) Todd Brooks, Navy Reserve Sailor of the Year.

The four were honored by Master Chief Petty Officer of the Navy Joe Campa at the Navy Memorial in a ceremony recognizing their achievements by promoting them to the chief petty officers and presenting them each with the Navy and Marine Corps Commendation Medal. An additional ceremony formally dedicated the new exhibit.

Heritage & Leadership Training for the Navy's Newest Chiefs

Chief petty officers (CPOs) and selectees gained a unique insight into deckplate leadership through an innovative Navy Memorial education program.

“Foul Anchor: A History of the Navy Chief Petty Officer,” traces the evolution of deckplate leadership from the first days of sail to the present. Using antique uniforms and insignia to illustrate the changes in responsibility through the years, the presentation focuses on the increased expectations of knowledge and skill placed on new chiefs.

The class is the creation of Mark Hacala, the Navy Memorial’s Director of History and Education Institute. Master Chief Hacala, who holds a bachelor’s degree in history from the University of Michigan, developed the class in 2002.

The program was particularly successful in 2007, with attendance of some 1,500 selectees. At the invitation of Master Chief Petty Officer of the Navy Joe Campa, Master Chief Hacala presented “Foul Anchor” to chief selectees taking part in the annual CPO induction program at USS *Constitution* in Boston.

Since the program’s inception, thousands of new chiefs have attended this program as part of their CPO induction process.

The new chiefs’ visits to the Navy Memorial also included the chance to see the Chiefs’ Bell and the CPO Time Capsule, both created in 1993 to mark the centennial anniversary of the chief petty officer rate.



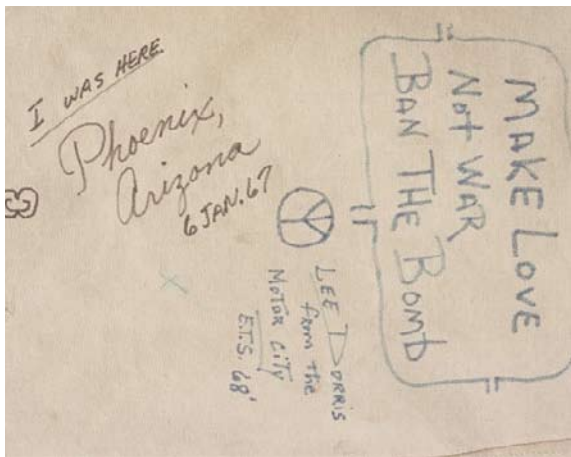
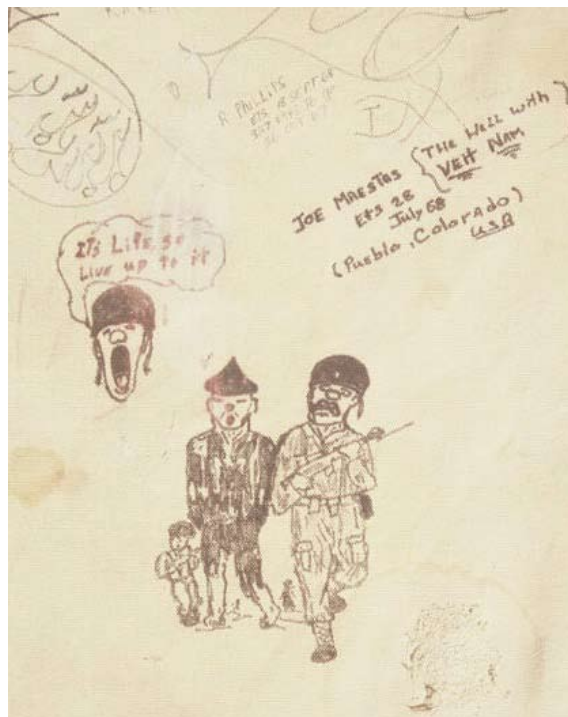
Vietnam Graffiti Exhibit

A compelling, new exhibit of graffiti created by soldiers and Marines headed to the Vietnam War was featured at the Navy Memorial in November 2007. “Marking Time: Voyage to Vietnam” showcased bunk canvases salvaged from the USNS General Nelson M. Walker, a troopship that shuttled thousands of young Americans — most in their teens — across the Pacific Ocean in 1966 and 1967. The canvases featured scrawled inscriptions, signatures, cartoons, and poems by young servicemen headed to combat in the Vietnam War. An eight-man rack of sleeping bunks, removed from the Walker with all its original bedding,



History and Education

showed just how confining the space was during the uncomfortable voyages to Vietnam. Replicas of the graffiti-covered canvases were on display to provide an up-close look at the art. A cell phone audio tour accompanied the exhibit. Also featured was a rare archival film clip showing daily life on the Walker which also aired on NAVY TV (www.navytv.org). On Veterans Day, exhibit creators Art and Lee Beltrone gave a free lecture at the Naval Heritage Center, where they autographed copies of *Vietnam Graffiti: Messages from a Forgotten Troopship*. A Maryland soldier who embarked on the Walker, Michael Fasulo, was also on hand to answer questions and he was interviewed by CBS. His story appeared on CBS affiliate stations around the country. The Naval District Washington also held a wreathlaying ceremony on the Memorial Plaza in honor of all U.S. veterans.



Public Programming and Outreach

The public programs initiated on commemorative holidays in 2006 were improved in 2007—with speakers and book signings on every major holiday (Memorial Day, 4th of July, Veterans Day and Pearl Harbor Day), Lunchtime Lectures with *The Lone Sailor* program, the kickoff of Matinees at the Memorial, and a special warfare symposium. These varied programs helped us to generate more than three times more media coverage than in 2006, and helped to increase awareness and visitor traffic.

“The Warriors You Never See” Panel Discussion

In personal and candid conversations, several members of the Navy’s elite special warfare community offered personal stories of life on the front lines of combat—live and “unplugged”—at the Navy Memorial on May 24, 2007. “It is unusual to hear first-person accounts of very recent special operations missions and the impact their deployments have on them and their families,” said Navy Memorial President Rear Admiral Buchanan. “We were honored to host them here at the Navy Memorial to share their firsthand accounts of the war on terrorism,” he added. This event was held in conjunction with the Memorial’s “Year of the Navy SEAL,” a year-long program in 2007 that paid tribute to the dedication, valor and sacrifice of the Navy’s special warfare personnel.



AP Photo by Lawrence Jackson

Rolling Thunder Bikers, Books, Bombers & Bands

For the first time in many years, the Navy Memorial opened its doors on Memorial Day weekend in an effort to better serve the veterans visiting from around the country. Rolling Thunder bikers and military veterans, book authors, the Navy Band and Air Group 16 (from the USS *Lexington*) were celebrated and commemorated on the Navy Memorial Plaza and the adjacent Naval Heritage Center in two days of festivities over Memorial Day weekend. Events included commemorative wreathlaying ceremonies, book signings, live outdoor Navy Band concerts, and a screening of PBS documentary “Air Group 16: We Came to Remember.”

Let Freedom Ring—Independence Day

Young visitors to the Navy Memorial on July 4 took part in “Let Freedom Ring,” a nationwide program in which bells across the country are rung 13 times at exactly two o’clock in honor of the 13 original states that approved the Declaration of Independence.

Every Independence Day, at the appointed hour, four young descendants of the signers of the Declaration of Independence tap Philadelphia’s famous Liberty Bell, setting off the chimes of freedom from bell towers throughout the country. The event has grown nationwide, and participating bells now include Independence Hall in Philadelphia, the USS *Arizona* Memorial at Pearl Harbor, Arlington National Cemetery, and thousands of churches, synagogues, state capitals, and government institutions across the country. In addition, every ship of the U.S. Navy, Coast Guard, and Merchant Marine participates.



Public Programming and Outreach

Situated directly across the street from the National Archives, the Navy Memorial's bell is the closest to the original signed copy of the Declaration of Independence.

Battle of Midway Remembered

Navy Junior Reserve Officers Training Corps (NJROTC) cadets from Friendly High School joined a special Navy veteran to commemorate the Battle of Midway at the Navy Memorial.

In a unique educational initiative, these students learned about the Battle of Midway and its impact on history during an April presentation at their school by Navy Memorial History and Education Director Mark Hacala. The freshman and sophomore NJROTC classes then came to the Navy Memorial on May 10 for the chance to meet a witness to the battle.

Retired Navy Capt. Jack Crawford was, in 1942, a young ensign, freshly-assigned to the aircraft carrier USS *Yorktown* (CV-5), whose planes helped to demolish the Japanese fleet. As the battle opened in June 1942, Crawford stood watch as junior officer of the deck. As the battle concluded, he joined the rest of the crew in abandoning ship after bombs and torpedoes had devastated the ship over successive days.

Crawford presented a comprehensive overview of the battle and shared his reminiscences as a witness to history. The group then watched a screening of the Navy's film production on the Battle of Midway that was done only months after the engagement. Afterward, the cadets joined Capt. Crawford on the Navy Memorial to lay a wreath at *The Lone Sailor* to honor the servicemembers who fought and sacrificed at this turning point in history.



Inaugural "Navy Day in DC" Celebration

To celebrate the U.S. Navy's 232nd birthday and the Navy Memorial's 20th anniversary, the Navy Memorial and Washington Navy Yard hosted the inaugural "Navy Day in D.C." on October 13, 2007. The full day's worth of activities celebrated the Navy's rich contributions to the history, vitality and economy of the District of Columbia. Highlights of the day included a performance by James Foote (a Teddy Roosevelt impersonator) to celebrate the 100th anniversary of the historic deployment of Teddy Roosevelt's Great White Fleet. Musical entertainment included performances by the U.S. Navy Band and the barbershop-style singing group Singing Capital Chorus. A plaque dedication ceremony honored the USS *Gherardi's* lost crew, and public tours ran throughout the day. The Washington Navy Yard featured color guard and drill team performances, tours of the destroyer USS *Barry* and National Museum of the U.S. Navy, and a



Public Programming and Outreach

NJROTC high school drill competition. The day's activities culminated in an evening band concert at Constitution Hall, which featured Musician Third Class Phil Stacey (an American Idol finalist). With plenty of Navy birthday cake for all visitors, the "Navy Day" brought together veterans and visitors alike to pay tribute to the Navy's legacy both around the world and in our nation's capital.



Pearl Harbor Day

On December 7, Navy officials Rear Admiral Tim Riker and Lieutenant General Richard Natonski joined veterans in the Naval District Washington's wreathlaying at the Navy Memorial. In honor of the 66th anniversary of the Pearl Harbor attacks, George Victor autographed and discussed his 2007 publication *The Pearl Harbor Myth: Rethinking the Unthinkable* inside the Navy Memorial's Naval Heritage Center.

Navy Log & NAVY TV

As technology has rapidly changed over the years, the Navy Memorial is determined to leverage these tools in order to best serve the growing virtual community. In 2007, Navy Memorial incorporated a new feature to its online resources (NAVY TV), and began plans to re-empower one of its most cherished online resources (the Navy Log).



NAVY TV (www.navytv.org) was created with Arlington, Virginia-based EFX Media to provide on-demand, short-form video on a variety of Navy-related topics—television on the Internet! From original archival footage, to full-length features and documentaries, NAVY TV has accumulated a wealth of Navy footage that history buffs, film aficionados, and military enthusiasts alike can appreciate. It streams news from the fleet and topical content from more than 50 other public and private content providers. Videos are added daily and email blasts are sent to an audience of more than 30,000. Already, NAVY TV has over 120 videos being accessed in 22 languages, with an average of 636 visits a day. Sponsors have grown to include Boeing, Booz Allen Hamilton, Lockheed Martin, Northrop Grumman, and Raytheon.



We also looked to our Navy Log (www.navylog.org) to find ways to make a more dynamic, interactive and robust record of service. The static Navy Log was limited in its capabilities, and did not create online connections that we ultimately wanted to cultivate as members of a highly loyal military community. Plans developed this year to launch a new Navy Log with more features such as friend and group affiliations, unlimited text, photo and video uploading, and complete user control of content. We hope to grow our 600,000-strong Navy Log entries with the new and improved Navy Log, to be launched in the fall of 2008.



The United States Navy Memorial 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.

Lone Sailor Awards Dinner

More than 750 people attended our largest and most successful Lone Sailor Awards dinner in October 2007. The dinner, which recognized four men who drew on their Navy and Marine Corps experience to lead successful lives after leaving the service, raised more than \$800,000 for the United States Navy Memorial Foundation.

Rear Adm. William Thompson, the first president and founder of the Navy Memorial, presented the Lone Sailor Award to Morgan Fitch, the founder of the Sea Cadet program in the United States. Ike Skelton, U.S. Representative from Missouri and Naval Heritage Award recipient, presented the Lone Sailor Award to Stan Musial, WWII veteran and Hall of Fame baseball player. Accepting the award on behalf of Stan Musial were Frank Mankiewicz and Lou Brock (pictured at right.) Mr. Paul Tagliabue, former NFL commissioner, presented the Lone Sailor Award to Tom Benson, owner of the New Orleans Saints and WWII veteran. The Honorable Charles Bowsher presented the Lone Sailor Award to Senator John Warner of Virginia, a U.S. Navy and U.S. Marine Corps veteran. Vice Chief of Naval Operations Adm. Pat Walsh closed the evening with a tribute to our honorees and the men and women of the Sea Services on watch around the world.



Golf Tournament

In June 2007, the Memorial held its 17th annual golf tournament at Hidden Creek Country Club in Reston, Virginia. More than 40 foursomes enjoyed the camaraderie of the day and the dinner that evening. With a sold-out crowd of 156 golfers, the memorial was able to raise more than \$240,000.

The Commodore Barry Trophy was presented to the First Place Net foursome (from the PMA Group): Joe Spata; Rear Adm. Jim McManamon, USN; Joe Littleton; and Capt. Tom McGovern, USN. The trophy was donated to the Navy Memorial by Richard Gadd, a descendent of Commodore Barry. Other winners included:

First Place Gross: Lockheed Martin Corporation foursome: Joel Porter, Ron Blue, Marvin Esmond and Rear Adm. David Buss, USN

Longest Drive Men: Jason Chun

Longest Drive Women: Melanie Zaletsky, Raytheon

Closest to the Pin Winners: Ajay Gupta, Booz Allen Hamilton; Jerry DeMuro, General Dynamics; Bill Cobb, General Dynamics; Pete Hesser, Navy-Marine Corps Relief Society



Fantail Breakfasts

The Fantail Breakfasts series is held regularly at the Navy Memorial to bring together business, government, and military leaders who share an interest in the Sea Services and maritime issues to hear off-the-record remarks in an intimate corporate setting. The Fantail Breakfasts draws its inspiration from the fantail of any ship where a captain, chief and seaman alike can often be found with an opinion and a cup of coffee.

Corporate sponsors, Boeing, Raytheon and General Dynamics, enthusiastically supported our Fantail Breakfasts during 2007. Speakers were Adm. Mike Mullen, Chief of Naval Operations; Vice Adm. Jonathan Greenert, Deputy Chief of Naval Operations for Integration of Capabilities and Resources; and Adm. Patrick Walsh, Vice Chief of Naval Operations.



Planned Giving

The Navy Memorial was notified of 29 specific bequests and 35 bequests of an unspecified amount. The Bequest Program in 2007 provided \$306,926.68 in revenue.



The Charitable Gift Annuity (CGA) Program

There are currently 41 participants, 56 contracts and more than \$883,000 under management. The CGA program allows donors to receive a lifetime income, with a solid return on their investment, and a tax benefit.

The Quarterdeck Club

The Quarterdeck Club grew by 120% in 2007 and now has over 1,000 members. These members provide sustaining financial support through monthly or annual contributions. Special invitations are extended to Quarterdeck Club members for events associated with the Navy Memorial.



Statue Outreach Program

On November 5, 2007, the newest Lone Sailor and Homecoming statues were dedicated at the Greater Charleston Naval Base Memorial in North Charleston, South Carolina. The statue funding was provided by the Greater Charleston Naval Base Memorial Commission, comprised of Sea Service veterans, private citizens, and the City of North Charleston.

These two statues join nine other Lone Sailor statues and four other Homecoming statues that take the Navy Memorial from coast to coast across our great nation. This is a seminal achievement to have both of our unique statues installed at the same location. It is expected that a Lone Sailor statue will be dedicated next spring on the waterfront at Bremerton, Washington. A Lone Sailor statue also is planned for Orlando, Florida. Volunteers are at work to place Lone Sailor or Homecoming statues in several other locations, including Baltimore, Boston, Chicago, Baton Rouge, and Philadelphia.

For more information on sponsoring a Lone Sailor statue please contact Matt Schatzle at mschatzle@navymemorial.org or (202) 380-0721.



Commemorative Plaque Program

Since its inception in 1996, the Commemorative Plaque program has solicited more than 400 plaques that are on display inside the Navy Memorial's Naval Heritage Center. In 2007, 110 new plaques were purchased, totaling \$272,500. The 361 plaque replicas ordered in 2007 yielded \$46,195.

A commemorative plaque is a permanent remembrance of service—a story that can be told to future generations. The plaque program at the Navy Memorial provides an opportunity to create a permanent display commemorating individual, group, ship squadron, shipmate or a specific battle. The plaques are also posted on www.navymemorial.org.

When you sponsor a commemorative plaque you are also entitled to a plaque dedication ceremony, which is traditionally held in our newly renovated Arleigh & Roberta Burke Theater. A staff photographer is provided to capture moments during the dedication, and take group pictures afterwards.

Forms to dedicate a new plaque or purchase a beautiful replica are available online www.navymemorial.org, or contact Elizabeth Wilkerson at (202) 380-0752 (ewilkerson@navymemorial.org) or Paul Haley at (202) 380-0760 (phaley@navymemorial.org).



Plaque Ceremony Honors Bole Tradition

By Margaret Miles

The little girl pictured here is my niece, four-year-old Stella Coulter-Duling. She is the great-granddaughter of John A. Bole, namesake of the USS *John A. Bole* (DD-755).

The sailor hat she is wearing was given to her mother, Margaret Coulter, in 1969 by Adm. Frank Collins who, at that time, was commanding officer of the USS *John A. Bole*. Admiral Collins invited all the Bole family members to attend a celebration in honor of John A. Bole and the ship in 1969 while the USS *John A. Bole* was stationed in San Diego. Family members were given a bronze charm bracelet—the charm is on the necklace Stella is wearing.

The commemorative plaque dedication held at the Navy Memorial meant so much to the Bole family members. Not just because the ship being honored bears my father's name, but here, in the city noted for its memorials and monuments, there is a special testament to the ship and the brave men who served aboard her.



Stories from Charitable Gift Annuity Participants

“Best Investment”

Recently, a long standing Navy Memorial donor took out his third Charitable Gift Annuity just after his 89th birthday! When asked for a testimonial, John C. of Maryland responded, “This is one of my best investments! My motivation is that I get a significant tax deduction the first year, guaranteed income for life and a highly attractive annuity rate which was 9.2% in 2002, 9.5% in 2003 and now in 2007 it is 11%; see, old age does have some benefits! Aside from the financial benefits I am so pleased that the remaining principal goes to the Navy Memorial upon my death to assist them with their programs to promote the history and traditions of the U.S. Navy. I consider this an anticipatory bequest that pays interest and hope that more of your donors will see the advantage of this program as I did.”

“Will Navy Memorial match our gift?”

Fred and Ethel, a Massachusetts couple involved in a family-run business, have been loyal supporters of the Navy Memorial's Charitable Gift Annuity Program for three years—each taking out an annual single-life CGA in order to maximize their rate of return. Their combined total was \$100,000. This year, as they reviewed their individual proposals (well aware of their need for action prior to the rate reduction on July 1, 2008), they challenged the Navy Memorial by asking if one of the Board Members would match the combined value of their two new CGA's. The challenge was posed to the Board Treasurer, Admiral Ted Walker, who graciously matched previous CGA gifts and was pleased to report to Fred and Ethel that they had a deal. The combined effect of the three CGA's has taken the Program over the one-million-dollar mark!



The Naval Heritage Center

The U.S. Navy Memorial and the Naval Heritage Center played host to more than 250 ceremonial events in 2007, including retirements, reenlistments, changes of command, promotions, commissionings, and military anniversary wreathlayings that took place on the Memorial Plaza and in the Naval Heritage Center. Of special note, the Chief of Naval Operations Adm. Mike Mullen presented the Medal of Honor Flag to the parents of Lt. Michael Murphy, USN, who received the honor posthumously for his heroic actions against the Taliban in Afghanistan. The ceremony took place at sunset on the Navy Memorial Plaza in October and was attended by more than 350 guests, including four previous Medal of Honor recipients.

The Navy Memorial continues to be a primary ceremonial center for the U.S. Navy in the Washington, D.C. region. The premium location in the vibrant Penn Quarter area of downtown and the nautical ambiance continue to draw many private events and corporate groups. A full technological renovation to the Arleigh & Roberta Burke Theater began late in 2007 and will update the projection and sound capabilities. This new projection system ensures that our theater will have the largest fully HD/Blu-Ray screen with 7.1 surround sound on the east coast, allowing us to show our signature film *At Sea* and other videos in the highest quality DVD format.



Balance Sheet

Statement of Financial Position December 31, 2007

Assets

Current Assets

Cash and cash equivalents	\$170,140
Short-term investments	211,107
Accounts receivable	156,072
Contributions receivable	222,284
Prepaid expenses and deposits	158,349
Total current assets	\$917,952

Noncurrent Assets

Long-term investments	\$2,246,670
Contributions receivable, net of current portion	124,901
Property and equipment, net	2,452,958
Inventory	63,280
Deposits	-
Trademarks, net	17,257
Total noncurrent assets	\$4,905,066
Total Assets	\$5,823,018

Liabilities and Net Assets

Current Liabilities

Accounts payable	\$876,232
Accrued expenses	87,375
Deferred revenue	60,658
Current maturities of future obligations under annuities	38,225
Total current liabilities	\$1,062,490

Noncurrent Liabilities

Future obligations under annuities less current maturities	\$383,440
Total noncurrent liabilities	\$383,440
Total liabilities	\$1,445,930

Net Assets

Unrestricted	\$3,420,407
Temporarily restricted	765,846
Permanently restricted	190,835
Total net assets	\$4,377,088
Total Liabilities and Net Assets	\$5,823,018

Income Statement

Statement of Activities December 31, 2007

Revenue, Gains and Other Support

Memorial Contributions	\$2,384,917
Private Gifts and Grants	1,729,191
Sales and services of auxiliary enterprises	139,775
Special projects and events	1,413,758
Navy Ceremony	214,609
Heritage Center	76,904
Investment income	158,975
Other revenue	7,949
Total Revenue, Gains and Other Support	\$6,126,078

Expenses

Program services

Naval Heritage services	\$2,331,173
Expenses of auxiliary enterprises	338,482
Special events	1,042,023
Educational Services	426,654
Memorial log	320,915
Total program services	\$4,459,247
Cost of direct benefits to donors	\$ 34,277

Supporting services

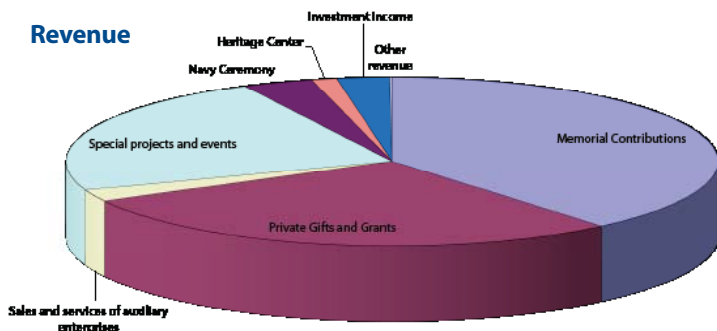
Fundraising	\$1,667,383
General and administrative	375,832
Total supporting services	\$2,043,215
Total Expenses	\$6,536,739

Change in net assets **\$ (410,661)**

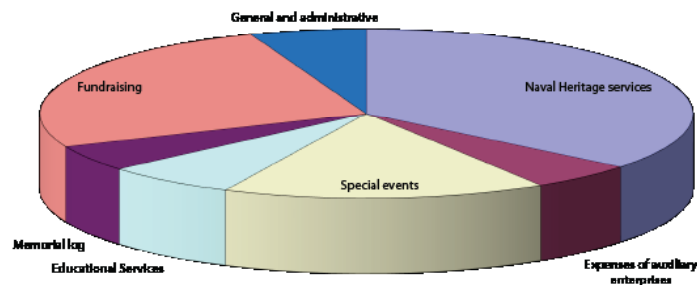
Net assets, beginning of year **\$4,787,749**

Net assets, end of year **\$4,377,088**

Revenue



Expenses



Lifetime Giving

Top Cumulative Donors

\$500,000 and above

Mr. Forrest E. Mars Sr.
LT Henry F. Trione USN
LTJG Robert C. Dorion USNR
RADM Paul Neilson Howell USNR (Ret.)

\$100,000 to \$500,000

EM1 Robert E. Naser USNR
SM Edward Lee Kilwien Sr. USN
Mrs. Muirene R. Wilke
Mr. & Mrs. G. W. Newman
LCDR Carroll L. Pfeifer USCG (Ret.)
Mr. Charles R. Schwab
SKC Francis G. Genette USN (Ret.)
LT Charles Thomas Bruce USNR
YNC Arthur L. Rousseau USN (Ret.)
Mr. Raymond L. Byers Jr.
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Admiral Reason joined the board in October 2007 after the passing of former chairman Adm. William J. Crowe, Jr. Admiral Reason's highly-decorated career in the U.S. Navy began as a graduate of the U.S. Naval Academy's Class of 1965. Deployments aboard nuclear-powered cruisers and carriers were followed by positions as Executive Officer of USS *Mississippi* (CGN-40); Commanding Officer of USS *Contz* (DDG-40); and Commanding Officer of the nuclear powered guided missile cruiser USS *Bainbridge* (CGN-25). Admiral Reason later served as Naval Aide to President Jimmy Carter in 1976, Commander, Naval Base Seattle in 1986, and Commander in Chief, U.S. Atlantic Fleet in 1996. Since his retirement from the U.S. Navy in 1999, Admiral Reason has assumed numerous leadership roles in the corporate sector. He has served as Vice Chairman and Director of Metro Machine Corporation, and on the board of directors of Wal-Mart Stores, Inc., Norfolk Southern Corporation, and Todd Shipyards Corporation. Additionally, he is a member of the Naval Studies Board of the National Academy of Sciences. Admiral Reason was born and raised in Washington, D.C.

Robert E. Naser

Vice Chairman

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 Admiral Richard A. Buchanan, USN (Ret.)

President & CEO

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

Vice President

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.

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

Treasurer

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.

John P. Cosgrove

Secretary

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.



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Robert C. Bellas, Jr. is a General Partner at Morgenthaler Ventures, 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.

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

Robert C. 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 E. Dunn has over 20 years of government and commercial information technology service experience. As an Executive Vice President and Chief Financial Officer of SI International, Mr. Dunn's duties and responsibilities include corporate and financial strategy, treasury, budgeting and management control, and financial management.

Thomas M. Dyer, Esq., 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.

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While on active duty, Vice Adm. Albert H. Konetzni, USN (Ret.) 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 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*.

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Rear Adm. Kendell Pease, USN (Ret.) 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.

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Rear Adm. William Thompson, USN (Ret.) 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.

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