

## USS Missouri Memorial Association Summary

**Mission:** To preserve the Battleship Missouri and share her story and place in history.

**Category:** Military History

**Contact:** Michael Carr, President & CEO

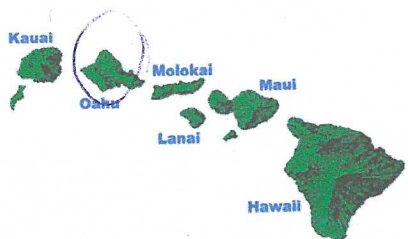
**Address:** 63 Cowpens Street, Honolulu, HI 96818

**Grant History:** N/A

<b>2023 Request:</b>	<b>\$100,000 for <i>All Hands on Deck</i> campaign to restore teak deck</b>
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**Notes:**

- Battleship Missouri is where the Instrument of Surrender was signed on 9/2/1945, ending WWII.
- Received \$968,046 as a beneficiary of Laurence Dorcy Estate.
- *All Hands on Deck* campaign is to raise \$250,000 to restore the teak deck of the USS Missouri. This is the 2023 goal of the overall \$5.5 million dollar campaign to restore the deck. This project commenced ~ 2010.
- Educational tours, private events, virtual learning.
- 500,000 visitors each year.





**BATTLESHIP  
MISSOURI  
MEMORIAL**  
Pearl Harbor, Hawaii

**HONORARY FOUNDER**

Senator Daniel K. Inouye

**BOARD OF DIRECTORS**

**CHAIRMAN**

CAPT Steven W. Colon, USN (Ret.)

**PRESIDENT &**

**CHIEF EXECUTIVE OFFICER**

Michael A. Carr

**VICE CHAIRMAN & SECRETARY**

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CAPT Jack Laufer, USCGR (Ret.)

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Michael J. Chun, PhD

Murray Clay

Bonnie Fong

RADM Alma Grocki, USN (Ret.)

Matthew B. Guard

Judy Yuriko Lee

Revell K. Newton

Mark Polivka

VADM Michael C. Vitale, USN (Ret.)

**CHAIRMEN EMERITUS**

Edwin Lee Carter, Jr.

Robert "Tim" Guard

ADM Ronald J. Hays, USN (Ret.)

VADM Robert K.U. Kihune, USN (Ret.)

**DIRECTOR EMERITUS**

CAPT Michael A. Lilly, USN (Ret.)

Patrick M. McFadden

January 23, 2023

Laurence H. Dorcy Hawaiian Foundation  
Attn: Ms. Tamra Davis Cownie, JD, MACL  
Foundation Administrator  
81 East Seventh Street, Suite 125  
St. Paul, MN 55101

Aloha, Tammy.

The USS Missouri Memorial Association (UMMA) is pleased to present this application for grant funding to the Laurence H. Dorcy Hawaiian Foundation. The UMMA is a Hawaii-based, federally recognized 501(c)(3) non-profit corporation established in 1994 and designated by the U.S. Navy as the official caretaker of the Battleship Missouri. Our organization is guided by the following mission: *"The USS Missouri Memorial Association is dedicated to preserving the Battleship Missouri and sharing her story and place in history."*

Since opening to the public in January 1999, the ship's story and place in history has been shared with several million visitors from across the globe. According to our current visitor projections, the Battleship Missouri will welcome its ten-millionth visitor in the late summer/fall of 2023.

The Battleship Missouri is the historic location where the Instrument of Surrender was signed in Tokyo Bay on September 2, 1945, bringing an end to WWII. The ship is a historic artifact on the National Register of Historic Places and is now docked in Pearl Harbor, Hawaii, standing watch over the sunken USS Arizona where WWII began for the United States on December 7, 1941.

**Previous Funding**

Our Association appreciates the previous funding of \$968,046 received from the Dorcy Estate. This funding was applied toward the ship's \$6.5 million superstructure restoration project. This project was an essential part of the master plan to restore the ship to her identical appearance as of her last deployment in 1991.

**Grant Request**

This grant request is for \$100,000 toward the "All Hands on Deck!" capital campaign for the restoration of the ship's teak deck. The goal of the campaign is to raise \$250,000 to cover the 2023 budget for this project. Donors to the 2022 "All Hands on Deck!" campaign contributed \$178,004 toward the previous campaign goal of \$250,000. Donors include:

- Great Southern Wood Preserving, Inc.
- The State of Missouri
- UMMA Board of Directors
- Private donors

63 Cowpens Street, Honolulu, Hawaii 96818 | Phone: 808.455.1600 | Fax: 808.455.1598 | [www.ussmissouri.org](http://www.ussmissouri.org)

*"The USS Missouri Memorial Association is dedicated to preserving the Battleship Missouri and sharing her story and place in history."*  
The Association is a Hawaii-based 501(c)(3) non-profit designated by the Navy as caretaker of the Battleship Missouri.



### Campaign Project Significance

After decades of wear due to military deployment in three wars (WWII, Korea, and the Persian Gulf), and over 9.5 million memorial visitors, the teak wood deck on the USS Missouri is in dire need of replacement. This immense deck restoration project began nearly twelve years ago requiring an ongoing investment of over \$5.5 million dollars.

With nearly 80% of the main deck completed, the remaining deck restoration includes the historic "Surrender Deck" where the WWII Instrument of Surrender was signed. The photos below depict the rusted condition of the original deck and a section of the new teak deck restoration.



*Rusted Steel Deck*



*New Teak Deck*

### Identifying and Addressing Needs

The needs identified by our organization are:

- **Preserving** the historic Battleship Missouri where the Instrument of Surrender was signed on September 2, 1945, bringing an end to WWII.
- **Educating** the public on the lessons of war and peace and sharing the historic accounts of the ship and her crew.
- **Outreach** to our local island community, global tourists, and our local military personnel with opportunities to visit the historic Battleship Missouri, understand the ship's history, and provide a historic venue for military ceremonies.

The needs above are addressed by our organization's dedication to our mission. Our efforts are strategically focused on our core initiatives of **Preservation**, **Education**, and **Community Outreach**.

- **Preservation** of a historic battleship with the size and complexity of the USS *Missouri* is a monumental task. Ship preservation projects include:
  - Preserving the ship's hull integrity by dry-dock maintenance in 2009. The next dry-dock hull preservation work is scheduled for 2030.
  - Repairing and replacing steel surfaces due to rust and corrosion
  - Replacing and refurbishing the classic teak wood deck
  - Painting the ship's exterior and interior spaces
  - Improving the ship's energy efficiency
  - Providing fire safety measures for visitors and staff
  - Collecting and preserving historical artifacts related to the USS *Missouri* and her crew

- **Education** - Historic tours of the Battleship Missouri are the primary feature of our education opportunities for the public. Visitors from across the globe may enjoy an historic guided tour, or self-tour on multiple decks including the Surrender Deck, the Captain's Bridge, and explore world-class exhibits related to the ship's history.
  - **Student Education Programs:** Since 2008, over 100,000 students have participated in our education programs (including over 4,000 STEM student participants). Education programs for grades K-12 include:
    - **Skype Virtual Classroom:** Meets the need for education in global history in a safe and accessible format for students across the globe. Our Virtual Classroom Education Program has thrived as a viable alternative to in-person learning during the pandemic.
    - **Historic Tours:** Students from our island community and around the world may enjoy an historic guided tour, self-tour, or make arrangements to access one or more of the activities below:
      - **Computer Robotics:** STEM (Science, Technology, Engineering, and Math) programs
      - **Stowing Supplies:** a math-based measurement activity
      - **Overnight Encampments** on-board the ship focus on team-building skills
      - **Journey with the Stars** explores ancient Hawaiian and modern Naval navigation techniques
      - **Ship Full of Smiles:** dental hygiene program
      - **Music Performance Program** invites student bands, choirs, and drill teams to perform at our historic venue
- **Community Outreach** - The ship's upgraded aft fantail deck provides a special event venue for military ceremonies, education, and commemorative events for the following constituents:
  - **Armed Forces:** Serving the military community as the favored venue for retirements, reenlistments, and change of commands for all branches of the Armed Forces.
  - **Local Island Community:** Commemorations open to the public include the anniversary of the End of WWII (September), Veterans Day (November), Living History Day (January), and the 4th of July.

**Clientele Demographics, Number of Individuals Served, and Geographic Region Covered**

- **Global Tourism** - In 2022 the Battleship Missouri Memorial welcomed over 500,000 visitors from around the world. According to our current visitor projections, the Battleship Missouri will welcome its ten-millionth visitor in the late summer/early fall of 2023.
- **Students** - Through the Skype Virtual Classroom and the Microsoft Educator Community, the UMMA Education Department has visited 13 countries, and logged over one million virtual miles from Hawaii to the world. International Participants include 10 European countries, 5 countries in Asia and 3 countries in South America. Virtual Classrooms also include our many North American schools.

With the assistance of donor funding, the Battleship Missouri provides an annual average of 1,600 students\* from local Title I schools with subsidized travel and admission fees to access the ship's education programs. (\*Covid restrictions have limited our student transportation program over the last three years. Participation in this program has increased significantly in the current 2022-23 school year.)



- **Military Personnel** - The Battleship Missouri Memorial serves the local military community as the favored venue for retirements, reenlistments and change of commands for all branches of the Armed Forces in the State of Hawaii. In 2022 the Battleship Missouri hosted 558 military events aboard ship with 26,283 persons in attendance including military personnel, their families, and guests.

The thousands of former living crew members who served on the ship during her deployment history including local, national, and international veterans are an important constituency served by our Association.

- **Local Residents** - The UMMA serves our island community by employing local residents. The USS Missouri Memorial staff includes 90 full time and 24 part time staff members.
- In addition, local community volunteers in the year 2022 provided over 8,000 hours of volunteer service. Their contribution of time and talent has helped maintain the ship and ensure our readiness to serve the public interest.

#### Primary Funding Sources

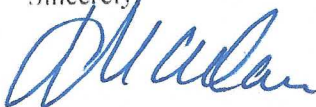
In addition to the revenue generated by visitor admission fees, income is derived from merchandise sales, food service revenue, education program fees, special event fees, investment income, and other fees for service. Corporate sponsorships and grants provide additional support for the Association's capital projects.

#### Significance of Dorcy Foundation Funding

Grant funding from the Dorcy Foundation for the *All Hands on Deck!* capital campaign will provide a strategic portion of the 2023 campaign goal and encourage the involvement of additional donors to support this project.

Over 500,000 visitors each year will walk the teak decks restored by this initiative and be inspired by the ship's history and the legacy of those who served our country with honor and devotion. We remain committed to preserve this historic vessel and share her story and place in history. We welcome your partnership, and we appreciate your consideration.

Sincerely



Michael A. Carr  
President & Chief Executive Officer

**From:** David Zepeda <DavidZ@ussmissouri.org>  
**Sent:** Tuesday, January 24, 2023 3:35 PM  
**To:** tammy@dorcyfdn.org  
**Subject:** USS Missouri Memorial Association - Grant Application  
**Attachments:** UMMA\_Dorcy\_Grant Application\_01-24-23.pdf; UMMA 501c3 IRS Determination Letter.pdf; UMMA\_2021 Final Audit Report.pdf

Aloha, Tammy.

Please find the attached grant application from the USS Missouri Memorial Association. The following items are attached:

- Grant Application Letter
- IRS 501(c)(3) Determination Letter
- Audited Financial Statement

Information regarding our primary sources of funding is included on page 4 of the Grant Application Letter. Contact information for the Association's President & CEO:

Michael A. Carr  
President & Chief Executive Officer  
USS Missouri Memorial Association  
Email: [mikec@ussmissouri.org](mailto:mikec@ussmissouri.org)  
Phone: 808.455.1600 (x.242)  
Address: 63 Cowpens St., Honolulu, HI 96818

We are available to answer any questions you might have about our organization. Thank you for your time and consideration of this grant request.

Fair winds and following seas,



**David Zepeda**  
Director of Association Advancement



USS Missouri Memorial Association  
63 Cowpens St.  
Honolulu, HI 96818  
808.455.1600 (x 244)  
[www.ussmissouri.org](http://www.ussmissouri.org)

# USS Missouri Memorial Association, Inc.

Statements of Financial Position  
December 31, 2021 and 2020

## Assets

	2021	2020
Cash and Cash Equivalents	\$ 1,165,618	\$ 133,359
Cash, with donor restrictions	45,549	36,884
Accounts Receivable, net of allowance for doubtful accounts of \$5,000 in 2021 and 2020	2,738,960	632,740
Cash and Investments, board designated for line of credit	-	7,000,000
Prepaid Expenses and Other Assets	269,299	295,707
Custodial Fund	32,625	83,761
Total Current Assets	4,252,051	8,182,451
Cash and Investments, board designated for ship preservation	10,415,689	9,850,200
Equipment and Shipboard Improvements, net	26,379,293	28,624,938
Total Assets	\$ 41,047,033	\$ 46,657,589

## Liabilities and Net Assets

Liabilities:		
Accounts Payable	\$ 550,146	\$ 519,180
Deferred Rent Payable	-	412,009
Line of Credit	-	7,000,000
Accrued Expenses	476,853	555,732
Liability for Custodial Fund	32,625	83,761
Total Current Liabilities	1,059,624	8,570,682
Commitments and Contingencies		
Net Assets:		
Without Donor Restrictions:		
Undesignated	3,146,878	(7,425,115)
Cash and Investments, board designated for ship preservation	10,415,689	9,850,200
Cash and Investments, board designated for line of credit	-	7,000,000
Invested in Equipment and Shipboard Improvements	26,379,293	28,624,938
Total Without Donor Restrictions	39,941,860	38,050,023
With Donor Restrictions	45,549	36,884
Total Net Assets	39,987,409	38,086,907
Total Liabilities and Net Assets	\$ 41,047,033	\$ 46,657,589

See accompanying notes to financial statements.



# USS Missouri Memorial Association, Inc.

## Statements of Activities

For the Years Ended December 31, 2021 and 2020

	<u>2021</u>	<u>2020</u>
Changes in Net Assets Without Donor Restrictions:		
Revenue and support:		
Ticket sales	\$ 6,870,529	\$ 2,831,116
Commissions	798,296	339,228
Special events and other	230,886	165,084
Contributions	130,639	974,449
Education	68,565	63,665
Other income	<u>153,542</u>	<u>306,843</u>
Total revenues without donor restrictions	8,252,457	4,680,385
Net assets released from restrictions	<u>114,683</u>	<u>663,054</u>
Total revenues without donor restrictions and other support	<u>8,367,140</u>	<u>5,343,439</u>
Expenses:		
Program services	9,982,803	10,032,009
Management and general	1,032,212	1,614,925
Fundraising	<u>24,104</u>	<u>39,398</u>
Total expenses	<u>11,039,119</u>	<u>11,686,332</u>
Revenue and support less expenses	(2,671,979)	(6,342,893)
CARES and Consolidated Appropriations Act federal assistance	2,748,165	1,434,200
Net investment return	<u>1,815,651</u>	<u>1,939,611</u>
Increase (decrease) in net assets without donor restrictions	<u>1,891,837</u>	<u>(2,969,082)</u>
Changes in Net Assets with Donor Restrictions:		
Contributions	123,348	478,910
Net assets released from restrictions	<u>(114,683)</u>	<u>(663,054)</u>
Increase (decrease) in net assets with donor restrictions	<u>8,665</u>	<u>(184,144)</u>
Increase (decrease) in net assets	1,900,502	(3,153,226)
Net Assets, beginning of year	<u>38,086,907</u>	<u>41,240,133</u>
Net Assets, end of year	<u><u>\$ 39,987,409</u></u>	<u><u>\$ 38,086,907</u></u>

See accompanying notes to financial statements.



# USS Missouri Memorial Association, Inc.

## Statements of Functional Expenses For the Years Ended December 31, 2021 and 2020

	Program Services	Management and General	Fundraising	Total
2021:				
Payroll and related costs	\$ 4,595,488	\$ 817,680	\$ -	\$ 5,413,168
Depreciation	2,620,640	-	-	2,620,640
Ticketing and reservations	610,948	-	-	610,948
Ground transportation	551,221	-	-	551,221
Ship operations	469,215	-	-	469,215
Rent	411,489	7,863	-	419,352
Insurance	222,419	32,095	-	254,514
Marketing	180,703	-	-	180,703
Professional fees	97,244	64,936	-	162,180
Utilities	75,127	20,152	-	95,279
Special events	22,182	-	-	22,182
Safety, health and environmental	11,346	-	-	11,346
Donation expenses	-	-	24,104	24,104
Other	114,781	89,486	-	204,267
	<u>\$ 9,982,803</u>	<u>\$ 1,032,212</u>	<u>\$ 24,104</u>	<u>\$ 11,039,119</u>
2020:				
Payroll and related costs	\$ 5,296,557	\$ 1,381,719	\$ -	\$ 6,678,276
Depreciation	2,555,990	-	-	2,555,990
Ship operations	396,464	-	-	396,464
Ticketing and reservations	358,961	-	-	358,961
Insurance	281,551	18,734	-	300,285
Ground transportation	228,610	-	-	228,610
Rent	208,017	28,218	-	236,235
Marketing	192,638	-	-	192,638
Professional fees	149,716	75,980	-	225,696
Utilities	132,672	17,456	-	150,128
Safety, health and environmental	81,819	-	-	81,819
Special events	13,039	-	-	13,039
Donation expenses	-	-	39,398	39,398
Other	135,975	92,818	-	228,793
	<u>\$ 10,032,009</u>	<u>\$ 1,614,925</u>	<u>\$ 39,398</u>	<u>\$ 11,686,332</u>

See accompanying notes to financial statements.

## USS Missouri Memorial Association, Inc.

Notes to Financial Statements  
December 31, 2021 and 2020

### 2. Board Designated Cash and Investments

Board designated cash and investments are carried at fair value at December 31, 2021 and 2020, and consist primarily of investments in mutual funds as follows:

	2021	2020
Mutual Funds:		
Cost	\$ 8,370,507	\$ 13,634,373
Gross unrealized gains	1,808,908	2,824,204
Gross unrealized losses	(23,991)	(3,763)
Mutual Funds, at fair value	10,155,424	16,454,814
Money Market Funds, at fair value	253,532	386,878
Accrued Interest	6,733	8,508
Total board designated cash and investments	<u>\$ 10,415,689</u>	<u>\$ 16,850,200</u>

Total board designated cash and investments at December 31, 2021 consists of \$10,415,689 designated for ship preservation. Total board designated cash and investments at December 31, 2020 consists of \$7,000,000 designated for the line of credit and \$9,850,200 designated for ship preservation.

Net investment returns for 2021 and 2020 consisted of the following:

	2021	2020
Net realized/unrealized gains	\$ 1,588,084	\$ 1,684,610
Dividend and interest income	302,339	321,541
Investment fees	(74,772)	(66,540)
Net investment return	<u>\$ 1,815,651</u>	<u>\$ 1,939,611</u>