They’re Ready, We’re Ready...

Are You Ready?

NATIONAL COAST GUARD MUSEUM ASSOCIATION, INC.
Year in Review 2016
“The heroes of the U.S. Coast Guard deserve to have their stories told, and this Museum will be a worthy tribute.”

THE HON. MICHAEL CHERTOFF
FORMER SECRETARY
OF HOMELAND SECURITY
NCGMA SECRETARIES’
CIRCLE MEMBER
As we review the efforts of this past year to bring the National Coast Guard Museum to life, the term that seems to resonate is “Ready.” Of course, it represents the spirit and culture of the men and women of the U.S. Coast Guard, who since 1790 have been Always Ready to serve, and who continue selflessly to respond to the ever-changing challenges facing our nation.

“Ready” also serves to capture the progress of the National Coast Guard Museum project this year. In 2016, we directed our attention to the design of the building itself, and just as critically, to the themes and stories we intend to exhibit in the museum. We made remarkable progress in both! In December, through the work of our staff, architect and consultants, along with the collaboration of a host of state and federal regulators, we rolled out the design for a world-class building and a fitting tribute to the men and women of the U.S. Coast Guard.

Our interior design is also getting ready. We welcomed assistance from our Museum Exhibit Advisory Panel (MEAP), a blue-ribbon group of Coast Guard history advocates, who worked with our museum exhibit designers to identify those must-tell stories of heroism and sacrifice that make this service unique. Continuous service over 226 years offers a treasure trove of ideas for innovative exhibits that will educate and entertain. As you read through this Annual Report, you will see an example of how the past is always prologue for our museum. The Arctic has been the responsibility of the U.S. Coast Guard since 1867, when the Revenue Cutter Service became the face of the federal government in Alaska. Today, the U.S. Coast Guard is called upon to meet the evolving uses of both polar regions. We include a visualization of a proposed Polar Exploration and Research Exhibit as an example of how our exhibit designers will integrate Coast Guard history with interactive features, creating an unforgettable visitor experience.

This year marked great advances in our design efforts. The National Coast Guard Museum Association, Inc. is now ready to build a museum that will inspire and instill a sense of pride in the U.S. Coast Guard for all Americans. Generous contributions from our supporters have allowed us to move forward and continued progress depends on sustaining that momentum.

We’re ready! We hope you are as well.

Semper Paratus

Richard J. Grahn
President and CEO
“Today marks the most important measure of progress to date since the idea for a National Coast Guard Museum was first conceived.”

With those words on December 16, 2016, Richard Grahn, President of the National Coast Guard Museum Association (NCGMA), captured the excitement over the museum’s new architectural designs, which were unveiled to wide public acclaim.

The initial design concepts for the museum were revised to address both opportunities and needs of building on the waterfront site. NCGMA and officials from the Federal Emergency Management Agency (FEMA), the U.S. Coast Guard, the Connecticut State Department of Energy and Environmental Protection (DEEP), and the U.S. Army Corps of Engineers worked diligently to consider the design elements necessary to satisfy all applicable environmental regulations.

NCGMA is delighted to provide a glimpse of a world-class museum to be built on the New London waterfront. Final design elements will be refined through environmental review and public comment, which is underway and should be completed in 2017.

“I am impressed not only with the inspired design of the National Coast Guard Museum but with the spirit of collaboration of all our partners that is critical to ensuring our success.”

James J. Coleman, Jr.
NCGMA Chairman

Museum Thematic Content

The National Coast Guard Museum will consist of three exhibit floors telling the rich and powerful stories of this remarkable armed service and its corps of service members who for more than 226 years have been Always Ready to serve our nation – befitting the motto *Semper Paratus*. Each wing of the museum will host exhibit galleries pertaining to our Coast Guard’s missions: Enforcers on the Seas, Defenders of Our Nation, Champions of Commerce, Protectors of the Environment, and Lifesavers Around the Globe.

A fourth floor will house the STEM Learning Center that will engage museum visitors and area students in science, technology, engineering and mathematics activities with hands on, immersive experiences through the planned classroom, auditorium, and simulator center. The rooftop and waterfront will display outdoor exhibits for hands-on fun and learning.
“Nowhere else in government are there more unsung heroes than the selfless men and women of the U.S. Coast Guard who are always there, always ready to serve us.”

THE HONORABLE THOMAS J. RIDGE
FORMER SECRETARY OF HOMELAND SECURITY
CO-CHAIRMAN, NCGMA SECRETARIES’ CIRCLE
“Thank you for creating a place where I will take my grandkids one day and show off the outstanding work we do.”

BOSN2 EDUARDO OROPEZA
COMMANDING OFFICER
STATION ISLAMORADA, FL
2016 Achievements...

Interior Design and Visitor Experience

The National Coast Guard Museum will be a learning center filled with sophisticated interactive exhibits to showcase the air and sea navigation technology that has carried the U.S. Coast Guard into the 21st Century.

The Museum Exhibit Advisory Panel (MEAP), a panel of distinguished Coast Guard history champions, representing Coast Guard affiliated organizations with over 50,000 members, worked with a world-renowned museum exhibit design firm to develop the proposed themes, stories and artifacts to be displayed at the National Coast Guard Museum.

Exhibits, simulators, technology and artifacts will be on display throughout the museum. STEM components will be integrated into the exhibits to create a lasting learning experience. Additionally, the museum STEM Learning Center will complement the exhibits and ensure a stimulating and interactive museum experience for every visitor.

Educators, working with our exhibit designers, will develop an experience where visitors choose from a menu of options to explore the museum. They may choose to explore on their own, be guided by a Virtual Shipmate, or participate in a simulated Coast Guard Qualification Program.

“I am excited that this museum will create a place to teach a child that America has always raised heroes, and you can be one, if you measure up to these heroes within.”

MCPOCG Vincent W. Patton, Ed.D.
USCG (Ret.)
NCGMA Board Member
2016 Achievements...

SECRETARIES’ CIRCLE MEETS WITH CONGRESS
May 2016

Secretary Andrew Card, Secretary Rodney Slater, and other members of the Secretaries’ Circle of the NCGMA joined Coast Guard Commandant Paul Zukunft and senior Congressional leaders for a Capitol Hill update on the progress of the first national museum to honor the men and women of the United States Coast Guard.

The Connecticut delegation reported legislative success in lifting restrictions on federal funding for the project.

Master of Ceremonies, Admiral James M. Loy, USCG (Ret.), former Commandant of the Coast Guard and Deputy Secretary of Homeland Security, told members of Congress that “preserving the history of the U.S. Coast Guard must be done. I know first-hand that every Cabinet member who has overseen the Coast Guard shares my sentiments and is delighted to sign on to be a part of this elite Secretaries’ Circle.”

The Secretaries’ Circle is made up of former federal cabinet members who oversaw the Coast Guard in the Departments of Transportation and Homeland Security and are especially committed to the National Coast Guard Museum.

SECRETARIES’ CIRCLE IN NEW YORK
August 2016

Hosted by Secretary Michael Chertoff, the Secretaries’ Circle renewed its strong commitment for the National Coast Guard Museum by hosting a gala event aboard USCG Barque EAGLE for a dozen dignitaries and notable members of New York City’s political and cultural circles.

America’s tall ship was the shining star of an elegant luncheon on the Hudson River, as guests dined on board and heard all the latest news about the National Coast Guard Museum. The luncheon was sponsored by Mr. and Mrs. George White of Waterford, CT, and took place while EAGLE was docked at Intrepid Pier in New York.
2016 Achievements...

PLANK OWNER PROGRAM

September 2016

In 2016, the National Coast Guard Museum initiated its Plank Owner Program. Being named a Plank Owner, in the nautical realm, means you are part of a ship’s original crew, serving during the building process and commissioning, and bringing it into active service to the nation. The title of Plank Owner was not only venerated, but had a literal meaning – you were entitled to an actual piece of the ship’s deck.

Plank Owners for the National Coast Guard Museum are recognized for their long-term commitments to the Museum project and are presented with a special certificate designed by Coast Guard Chief Petty Officer Schon Russell.

More than 300 Plank Owners have been so recognized. To join them, please visit www.CoastGuardMuseum.org/plankowner.

ALEXANDER HAMILTON AWARD

December 2016

The National Coast Guard Museum Association, Inc. presented its 2016 Alexander Hamilton Award to Coast Guard veteran J. David Power III. The eponymous founder of J.D. Power and Associates, Inc. served as an officer aboard the Coast Guard icebreaker EASTWIND during the mid-1950’s. The NCGMA created the Alexander Hamilton Award in recognition of those who perform extraordinary work to honor the men and women of the U.S. Coast Guard.

LT Power was honored in recognition of his years of outstanding service in support of the National Coast Guard Museum. He is the second recipient of this prestigious award, joining James J. Coleman, Jr., Chairman of the Board of Directors of the National Coast Guard Museum Association, who was presented with the Alexander Hamilton Award in 2015.

“A few armed vessels, judiciously stationed at the entrances of our ports, might at a small expense be made useful sentinels of the law.”

Alexander Hamilton
The Federalist Papers, 1787
POLAR RESEARCH AND EXPLORATION

THIS GALLERY WAS MADE POSSIBLE BY

LIEUTENANT J. D. POWER III, USCG

CHARTING THE NORTHWEST PASSAGE
Conceptual rendering by Gallagher & Associates of the Polar Research and Exploration gallery of exhibits highlighting the Coast Guard’s historic operations in the polar regions with interactive opportunities for visitors. Made possible through the generosity of LT J.D. Power III.
In Appreciation

At the National Coast Guard Museum Association, Inc., we realize donors have choices when it comes to their charitable giving. We are indeed grateful to those who choose to place their financial support and trust in our Association. We are dedicated to efficiently using the funds for the design and construction of this world-class museum. Our focused sense of urgency comes from the fact that this project is long overdue, but also because we have a responsibility to our donors to accomplish this mission with due regard for financial accountability.

To our National Coast Guard Museum Donors,

On behalf of the Board of Directors, we want to thank you for your philanthropy and support of this important National Project. Thank you for your help in making Coast Guard history.

Richard J. Grahn
President/CEO

R. W. Pulver
Executive Director

LIGHTING THE WAY

$1,000,000 +
James J. Coleman, Jr. • LT J.D. Power, III, USCG
Donald T. (Boysie) Bollinger • Kenrose Kitchen Table Foundation
The American Waterways Operators

$500,000 +
American Commercial Barge Line • Kirby Corporation

$250,000 +
Ingram Marine Group • Frank Loomis Palmer Fund
Eastern Shipbuilding Group, Inc. • Anonymous • Anonymous

$100,000 +
Canal Barge Company, Inc. • Colonna’s Shipyard, Inc.
Cross Sound Ferry Services, Inc. • The Crown Family
General Dynamics Corporation • T. Parker Host, Inc.

$50,000 +
McAllister Towing and Transportation Co., Inc. • Campbell Transportation Co., Inc.
American River Transportation Company • Huntington Ingalls Industries
Dr. Robert Byrd • CAPT Fred Herzberg, USCG

$25,000 +
The family of ADM Robert Kramek, USCG (Ret.) • ADM James M. Loy, USCG (Ret.)
Merichem Company • ADM Robert J. Papp, Jr., USCG (Ret.)
The Honorable Thomas J. Ridge • Mr. & Mrs. Stephen Yacktman
Why I Give

“ I was a Radioman in the Coast Guard during World War II and I love how it gets bigger and bigger. I hope that every year when my birthday comes, everyone will make a contribution to the museum.”

Mrs. Lois Bouton
The Coast Guard Lady

“The Coast Guard is always there for us. Now we can be there for them.”

Brian D’Isernia, Founder, Owner and CEO
Eastern Shipbuilding, Inc.

“We do this job because every once in a while someone is out there without hope, desperately praying for their life, and we get to be the answer.”

CWO Mario Vittone, USCG (Ret.)

Heroic Coasties have made their mark in every mission and every era of our service. We are heirs of their legacy. We walk in the footsteps of heroes past and some of those footsteps are very fresh.”

ADM James M. Loy
21st Commandant of the USCG (Ret.)
NCGMA Director

“I give to the museum to honor Coast Guard heroes.”

The Hon. Rodney E. Slater
Former Secretary of Transportation
NCGMA Secretaries’ Circle Member
“From drug seizures to lifesaving - the men and women of the USCG are American heroes.”

PS3 SUSAN CURTIN, USCGR
KENROSE KITCHEN TABLE FOUNDATION
MANAGING DIRECTOR
NCGMA BOARD MEMBER

Members aboard the US Coast Guard Cutter Stratton offloading more than 66,000 pounds of cocaine interdicted in the Eastern Pacific Ocean.
The Best Make History
Every Day

On any given day, the men and women of the Coast Guard perform their duties to protect our nation with dedication and distinction - making history every day within the five main missions of the U.S. Coast Guard - missions that will provide the major themes for the National Coast Guard Museum. Each of our wings will be dedicated to one mission, and as the following recent accomplishments prove, the constant dedication to these missions is the key to the Coast Guard’s success; past, present and future.

ENFORCERS ON THE SEAS
The Coast Guard continued its legacy as the nation’s maritime law enforcement agency in 2016, securing and managing our borders, enforcing national and international laws on the high seas, inland waterways, and the Great Lakes.

In excess of 179 metric tons of illegal drugs were interdicted by the U.S. Coast Guard in 2016, and more than 500 suspected smugglers were detained. The Coast Guard Cutter HAMILTON intercepted more than 26 tons of cocaine and detained 100 suspects - on her maiden voyage!

LIFESAVERS AROUND THE GLOBE
The U.S. Coast Guard responded to more than 16,000 Search and Rescue cases, saving 3,536 lives in 2016. The men and women of the Coast Guard faithfully executed the National Search and Rescue Plan in conjunction with international, federal, tribal, state and local authorities.

PROTECTORS OF THE ENVIRONMENT
The Coast Guard coordinated responses to oil and other hazardous materials spills in navigable waterways, serving as Federal Maritime Security and On-Scene Coordinator. The Coast Guard also continued to strengthen America’s presence in the Arctic, enhancing our nation’s ability to meet the challenges of operating in this burgeoning international seaway.

DEFENDERS OF OUR NATION
The Coast Guard performed maritime interdiction operations, combated maritime terrorism, provided port security and coordinated maritime defense in the United States and around the globe.

Coast Guard Patrol Force Southwest Asia (PATFORSWA), comprised of six inland class patrol boats, has provided an exclusionary protection zone for Iraq’s offshore oil fields since 2002.

CHAMPIONS OF COMMERCE
The Coast Guard discharged its global responsibility to facilitate safe and secure maritime commerce around the world, and minimize security risks to the nation by screening merchant vessels prior to their arrival in U.S. ports.

More than 131,000 merchant vessels were inspected in 2016, and the Coast Guard maintained more than 47,000 aids to navigation on the nation’s waterways to ensure safe transport of more than $3.2 trillion in economic activity within the U.S. maritime transportation system.

“We are the gold standard. We are the preeminent coast guard of the world. I can say with conviction, after visiting with many of the coast guards worldwide, they all want to be like our United States Coast Guard!”

Admiral Paul Zukunft,
State of the Coast Guard 2017
The 2016 financial highlights are set forth below. We believe these reflect the developing momentum achieved this year through the concerted efforts of our committed directors, officers, staff, and volunteers, who have given so generously of their time and resources to assist us. Fully audited financial statements with accompanying notes and our most recent IRS Form 990 are available at coastguardmuseum.org.

NATIONAL COAST GUARD MUSEUM ASSOCIATION, INC.
STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2016 AND 2015

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,128,817</td>
<td>$469,073</td>
</tr>
<tr>
<td>Investments</td>
<td>480,326</td>
<td>-</td>
</tr>
<tr>
<td>Pledges receivable, net</td>
<td>1,738,552</td>
<td>1,048,184</td>
</tr>
<tr>
<td>Inventory</td>
<td>71,029</td>
<td>44,905</td>
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<tr>
<td>Prepaid Expense</td>
<td>3,063</td>
<td>1,856</td>
</tr>
<tr>
<td>Total current assets</td>
<td>3,421,787</td>
<td>1,564,018</td>
</tr>
<tr>
<td>PROPERTY &amp; EQUIPMENT, net</td>
<td>5,554</td>
<td>1,022</td>
</tr>
<tr>
<td>OTHER ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction in progress</td>
<td>565,586</td>
<td>259,464</td>
</tr>
<tr>
<td>Pledges receivable, less current portion, net</td>
<td>1,159,516</td>
<td>1,578,642</td>
</tr>
<tr>
<td>Total other assets</td>
<td>1,725,102</td>
<td>1,838,106</td>
</tr>
<tr>
<td>Total assets</td>
<td>$5,152,443</td>
<td>$3,403,146</td>
</tr>
</tbody>
</table>

| LIABILITIES AND NET ASSETS | | |
| Current Liabilities | | |
| Accounts payable | $11,408 | $7,140 |
| Accrued expenses | 32,084 | 15,009 |
| Total current liabilities | 43,492 | 22,149 |
| NET ASSETS | | |
| Unrestricted | | |
| Unrestricted, undesignated | 3,837,708 | $1,802,355 |
| Unrestricted, board designated | 111,727 | - |
| Total unrestricted net assets | 3,949,435 | 1,802,355 |
| Temporarily restricted | | |
| Total net assets | 5,108,951 | 3,380,997 |
| Total liabilities and net assets | $5,152,443 | $3,403,146 |

The accompanying notes are an integral part of these financial statements.
## NATIONAL COAST GUARD MUSEUM ASSOCIATION, INC.
### STATEMENTS OF ACTIVITIES
#### FOR THE YEARS ENDED DECEMBER 31, 2016 AND 2015

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th></th>
<th></th>
<th>2015</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
<td>Total</td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
<td>Total</td>
</tr>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions - capital campaign</td>
<td>$2,127,762</td>
<td>$582,478</td>
<td>$2,710,240</td>
<td>$2,197,475</td>
<td>$1,454,917</td>
<td>$3,652,392</td>
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<tr>
<td>State grants - capital improvements</td>
<td>103,334</td>
<td>-</td>
<td>103,334</td>
<td>45,792</td>
<td>-</td>
<td>45,792</td>
</tr>
<tr>
<td>Other income</td>
<td>719</td>
<td>-</td>
<td>719</td>
<td>200</td>
<td>-</td>
<td>200</td>
</tr>
<tr>
<td>Investment income</td>
<td>5,503</td>
<td>-</td>
<td>5,503</td>
<td>94</td>
<td>-</td>
<td>94</td>
</tr>
<tr>
<td>Unrealized investment loss</td>
<td>(24,858)</td>
<td>-</td>
<td>(24,858)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Loss on sale of investments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net assets released from restriction:</td>
<td>1,001,604</td>
<td>(1,001,604)</td>
<td>-</td>
<td>140,761</td>
<td>(140,761)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>3,214,064</td>
<td>(419,126)</td>
<td>2,794,938</td>
<td>2,384,322</td>
<td>1,314,156</td>
<td>3,698,478</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Museum development</td>
<td>376,732</td>
<td>-</td>
<td>376,732</td>
<td>244,415</td>
<td>-</td>
<td>244,415</td>
</tr>
<tr>
<td>Total program services</td>
<td>376,732</td>
<td>-</td>
<td>376,732</td>
<td>244,415</td>
<td>-</td>
<td>244,415</td>
</tr>
<tr>
<td>Supporting services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>145,052</td>
<td>-</td>
<td>145,052</td>
<td>125,698</td>
<td>-</td>
<td>125,698</td>
</tr>
<tr>
<td>Fundraising</td>
<td>545,200</td>
<td>-</td>
<td>545,200</td>
<td>488,001</td>
<td>-</td>
<td>488,001</td>
</tr>
<tr>
<td>Total supporting services</td>
<td>690,252</td>
<td>-</td>
<td>690,252</td>
<td>613,699</td>
<td>-</td>
<td>613,699</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>1,066,984</td>
<td>-</td>
<td>1,066,984</td>
<td>858,114</td>
<td>-</td>
<td>858,114</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>2,147,080</td>
<td>(419,126)</td>
<td>1,727,954</td>
<td>1,526,208</td>
<td>1,314,156</td>
<td>2,840,364</td>
</tr>
<tr>
<td><strong>NET ASSETS, beginning of year</strong></td>
<td>1,802,355</td>
<td>1,578,642</td>
<td>3,380,997</td>
<td>276,147</td>
<td>264,486</td>
<td>540,633</td>
</tr>
</tbody>
</table>

### TREASURER’S NOTE:

“I am pleased to report another clean end-of-year audit for 2016. I want to thank the firm of Hoyt, Filipetti & Malaghan, LLC for their assistance and guidance. Fully audited financial statements with accompanying notes and our most recent IRS Form 990 are available at coastguardmuseum.org.”

RADM Richard M. Larrabee, USCG (Ret.)
Treasurer, National Coast Guard Museum Association, Inc.
SECRETARIES’ CIRCLE

Co-chaired by the Honorable Norman Mineta and the Honorable Tom Ridge, the Secretaries’ Circle is comprised of 17 former federal cabinet secretaries and deputy secretaries of Transportation and Homeland Security, who oversaw Coast Guard operations during their respective tenures.
BOARD OF DIRECTORS

James J. Coleman, Jr.
Chairman

Richard J. Grahn
President/CEO

RADM Richard M. Larrabee
USCG (Ret.)
Treasurer

Hon. Catherine W. Cook
Secretary

Susan J. Curtin

RADM John N. Faigle
USCG (Ret.)

John S. Johnson

ADM James M. Loy
21st Commandant of the USCG (Ret.)

ADM Robert J. Papp, Jr.
24th Commandant of the USCG (Ret.)

MCPOCG Vincent W. Patton, Ed.D.
USCG (Ret.)

CAPT Wes Pulver
Executive Director
USCG (Ret.)

HONORARY CHAIRMEN

John A. Amos

President George H. W. Bush

Charles Gibson

J. David Power III

OUR DEVOTED TEAM

Left to right: Suzanne Simpson, Catherine Janney and MCPO Jeff Creighton.
They’re Ready, We’re Ready...

Are You Ready?

COASTGUARDMUSEUM.ORG
239 R. Bank Street • New London, CT 06320 • 860-443-4200 • info@coastguardmuseum.org