



# 80 YEARS OF HISTORY 25 YEARS OF EDUCATION & INSPIRATION

Aircraft Carrier Hornet Foundation  
USS Hornet Sea, Air & Space Museum  
Annual Report 2023



To The Hornet Family,

As we look back at 2023, we can see a year of growth, community engagement, and recognition, and we could not have made it to where we are today without your support. The Hornet Museum welcomed a continued increase in Museum attendance through all avenues and we're grateful to be seeing anything near pre-COVID shutdown numbers. The whole crew has worked hard to achieve that resurgence and we're grateful to all who have visited, given, and joined as Museum Members.

Community engagement in our in-house events saw particular growth year over year with nearly 6,000 more people than in 2022 attending special programs such as our Veterans Day Anniversary celebration and our New Year's Eve educational fundraising. We were excited to see this positive response to our event updates and look forward to continuing to ensure that we provide and produce options that are of value and interest to the Bay Area community. I would also like to thank everyone who helped us make our events successful—the list is far too long but includes groups such as the Friends of the Nisei Veterans, the Hornet Memorial Squadron, World of Warships, Pacific Fine Foods, A-Town Agency, and many more including innumerable and wonderful guest speakers.

In addition to more visitors, we also saw more volunteers join our ranks which is deeply appreciated as we could not have done what we accomplished without their help. We now have about ten volunteers for every one staff member at the Museum and that support is tangible and has an incredible impact on the number of projects we were able to take on. Not only do our volunteer divisions support Museum activities, but they also are critical to our ability to maintain our historic ship.

While we have so much more work to do, the future looks bright and exciting for the Museum and our crew. We have new events for 2024 and I invite everyone to join us in preserving the legacy of USS *Hornet* so that we can serve the present and inspire the future!

Thank You,



Laura D. Fies  
Executive Director

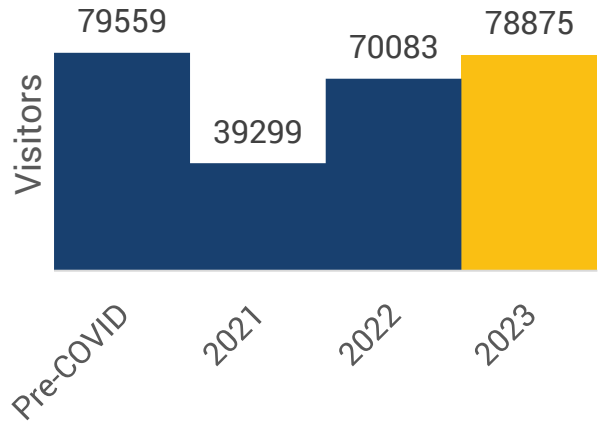


# IMPACT

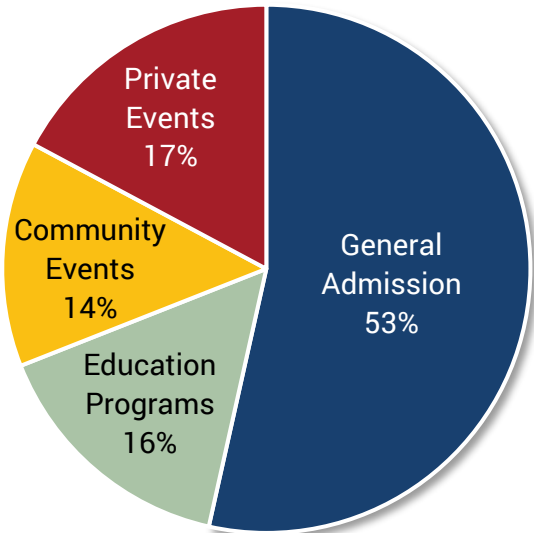
The Hornet Museum is seeing good growth out of our COVID impacted admissions and programming. This is due to new attention to Marketing as well as evaluating, improving, and “right-sizing” the events and programs that we offer so that the Museum is sure to deliver maximum impact in our mission outreach.

- Served about 12,000 people through our **Education Department** this year, which gets us back up to pre-COVID student attendance!
- Nearly 5,000 people attended [Veterans Day](#), which also commemorated the Museum’s 25<sup>th</sup> anniversary and USS *Hornet*’s 80<sup>th</sup> anniversary and featured Congresswoman Barbara Lee and Vice Admiral Daniel Dwyer.
- An increase of 6,000 more people attending our **Community Events** from last year, indicative of the Museum’s efforts to better market and collaborate for our events as well as to better match our mission-based programming to community interest.
- Our Collections & Exhibitions team installed a new permanent exhibit, **Asian Americans in the Military**, which focused on the stories of Asian Americans in all military branches and the challenges they faced and have overcome in their efforts to serve their country.
- The Museum hosted many **community partners** through 2023, including Paws for Purple Hearts, the National Park Service, SeaValor, Friends of the Nisei Veterans, East Bay Parks, the Walking Ghosts of Black History, Bataan Legacy Historical Society, Early Alert Canines, and others.
- **Hosting training opportunities for active military and first responders**, including the US Army Reserves, BAYEX (an interagency training exercise), the Alameda Fire Department, and the Alameda Police Department.
- **30% Growth in our Social Media** engagement, particularly the Museum’s [YouTube](#), and [TikTok](#) pages.

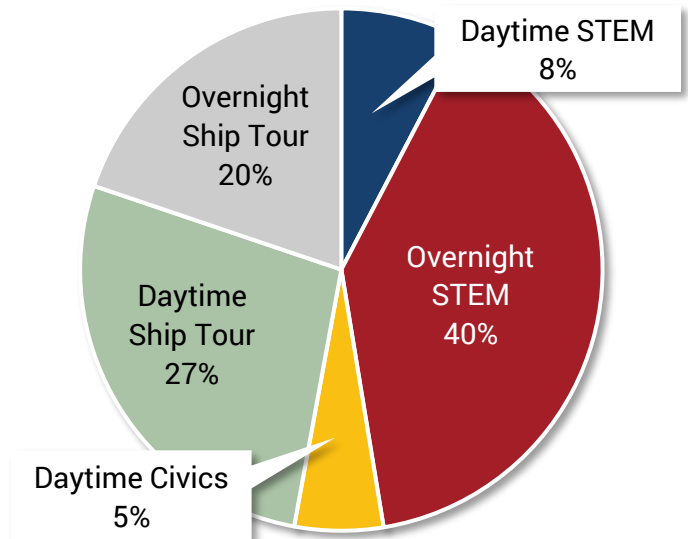
## Museum Attendance



## Museum Attendance Detail



## Education Programs Detail



# VOLUNTEERS

With only 33 regular staff, the Museum depends on the generosity, dedication, and creativity of our volunteer divisions. From public engagement to behind-the-scenes essential restoration work, the Museum's volunteers are a critical component to the Museum's success, and we thank them for their hard work.

To join our Volunteer ranks, [CLICK HERE](#) to apply online.



## Aircraft Restoration

20 Members

The division's high school-aged volunteers undertook the restoration of our T-28.



## Security Division

15 Members

Worked over 100 events for the Museum as well as general open hours.



## Ship Restoration

30 Members

For one project, hung out over the side of the ship to restore the Flight Deck's round downs.



## Radio Division

70 Members

Made 3,000 contacts during 12+ different HAM radio events.



## Docents

58 Members

Gave 4,656 tours to our 42,017 daytime visitors, a 16% increase over 2022.



## Collections & Exhibits

15 Members

Added 300+ artifact records to our database.



# PRESERVATION AND RESTORATION

Aircraft carrier USS *Hornet* is the Hornet Museum's first and largest artifact, and work is never done on preserving and restoring her compartments and other spaces. The Museum thanks all those who gave specifically to our restoration efforts. 2023 was a busy year for our Engineers, and Ship and Aircraft Restoration volunteer divisions, with a focus on stabilizing the Flight Deck and other strategic preservation efforts.

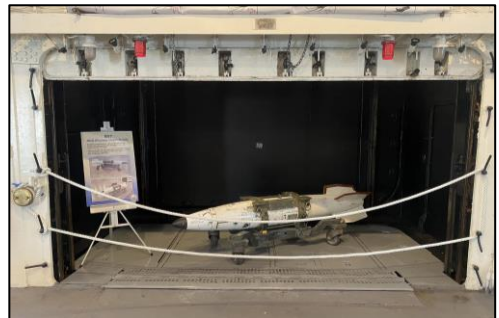
## Projects Completed in 2023:

- Resurfacing the Flight Deck
- Re-striping the Flight Deck
- Perimeter and Halyard Lighting
- Creation and Installation of Island "12" Lights
- Restoration of the Flight Deck's Round Downs
- Building a fourth Chemical Holding Tank
- Activation of Torpedo Head for overnight use
- Hangar Bay 1 Bomb Elevator Restoration
- Restoration of Essex Class exhibit spaces
- Asian Americans in the Military exhibit



## Projects Started in 2023:

- Painting the F-4J Phantom
- Painting the T-28B Trojan
- Port Gun Tub & Catwalk Restoration
- Restoration of the Elevator #1 Pit



## Upcoming Projects Starting in 2024:

- Portside Catapult Jet Blast Screen Restoration
- Flight Deck Crash Barrier Net Installation
- Forward Auxiliary Generator Room Restoration
- Improved Cathodic Protection System
- Grant-Funded Radio Equipment Upgrades



# ACHIEVEMENTS AND AWARDS

In 2023, the Museum is proud to have earned:

- A **Congressional Resolution** by Congresswoman Barbara Lee to the First Session of the 118<sup>th</sup> Congress, honoring the 25<sup>th</sup> Anniversary of the USS Hornet Sea, Air & Space Museum.
- A **Congressional Resolution** by Congresswoman Barbara Lee to the First Session of the 118<sup>th</sup> Congress, celebrating USS *Hornet* CV-12 on its 80<sup>th</sup> Anniversary.
- From the Naval History and Heritage Command, the **Curatorial Excellence Pennant** for the exhibit design and display of the Biological Isolation Garment in our Splashdown exhibit and the **Maintenance Excellence Pennant** for the restoration of the S-2 Tracker aircraft on display.
- **Platinum Transparency** rating through Candid on [GuideStar](#), demonstrating a commitment to transparency as a nonprofit.
- **Four-Star Charity** rating on [Charity Navigator](#), demonstrating that donors can give with confidence with a score based on Accountability, Finance, Adaptability, and more.
- **Tripadvisor Travelers' Choice** for 2023
- **Yelp Recognition** for 2023



Platinum  
Transparency  
2024

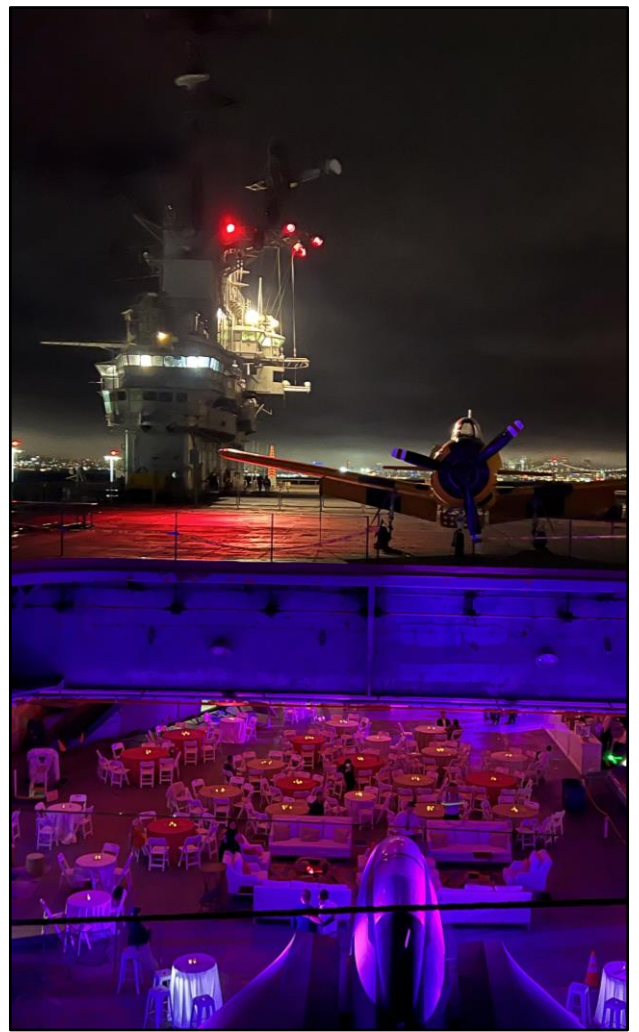
**Candid.**

Click on the Video to see a message from Rear Admiral Cox, Director of the Naval History and Heritage Command, for the joint anniversaries of Hornet's 80<sup>th</sup> year and the Museum's 25<sup>th</sup>

# LOOKING TO THE HORIZON

2024 will be bringing new opportunities and benchmarks for the Museum, and we are looking forward to reaching them together in a team that includes both staff, volunteers, and the Museum's stakeholders. Plans include:

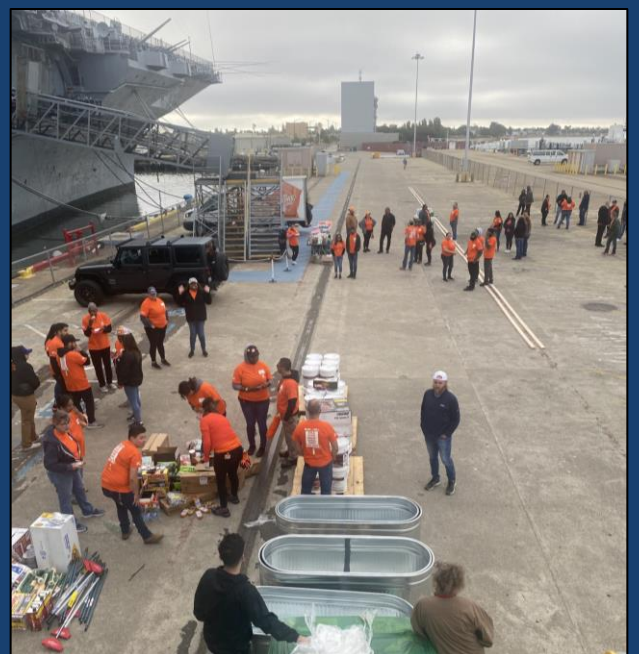
- Increasing Donor Communications
- A Year-Long Campaign to Fundraise for our Aircraft Collection Enhancements
- Expanding Corporate Engagement Opportunities & Outreach
- Studying different ways in which the Museum can serve as a Community Asset, including services for Emergency Preparedness
- Collaborating with other Nonprofits and Community Members in the Bay Area for Events and Programming
- Continuing to "Right-Size" and Develop Programs that are relevant to the area and true to the Museum's Mission
- Investing in the Long-Term Sustainability of the Museum



## Corporate Engagement Spotlight: The Home Depot

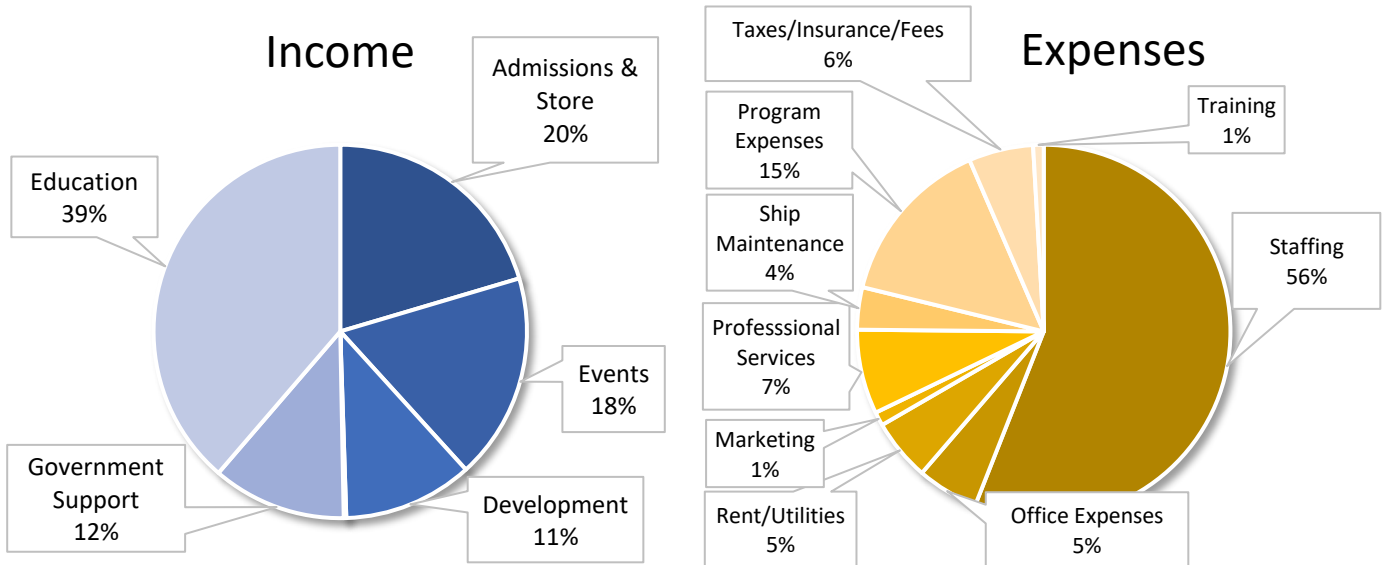
In July 2023, the Museum had the pleasure of having around 80 employees of Home Depots from around the East Bay join us for a community service project.

The Home Depot Foundation donated project supplies and employees spent the day polishing brass aboard the ship and painting new markings and adding new planters to the pier! We thank the Home Depot Foundation and their crew and look forward to welcoming them and others back aboard for field days here at the Hornet Museum!



# FINANCIALS

Due to the Hornet Museum’s July – June fiscal year calendar, the following financials are from July 2022 through June 2023 rather than the 2023 calendar year.



Income:	\$3,767,839.56
Expenses:	\$3,684,490.13
Net Revenue:	\$83,349.13

## Notable Financial Data Points

- Staffing remains the Hornet Museum’s largest singular expense as our crew is the Museum’s greatest asset and investment. This includes not only our 33 regular staff but also those who come in for our educational programming and events.
- The Government Support was the Employee Retention Tax Fund, which was awarded to the Hornet Museum as acknowledgment for our retaining staffing to as high a level as possible during the worst of the COVID shutdown in 2020.
- The Hornet Museum takes pride in working with local businesses whenever possible. In Fiscal Year 2022 – 2023, we chose to spend over \$520,000 locally, with a significant portion of those funds going specifically to businesses within the City of Alameda.
- The Museum’s largest Private Event that we hosted in the last fiscal year was Rattleship, which was held on the final weekend of the fiscal year and brought around 5,600 people to the ship. Our highest attended Community Event during that same fiscal year was CarrierCon in March 2023 with around 2,000 attendees, though our New Year’s Eve gala was the highest earning.





# SUPPORTERS

The Hornet Museum is grateful to everyone who supported our programs, events, and restoration efforts throughout 2023.

Without your donations of your time, materials, or funding, we would have never been able to accomplish all that we did. Not only that, but we appreciate all the opportunities these partnerships have given us to connect more with others here in the Bay Area and beyond.

The connections we have made and continue to make have been invaluable, and it is a pleasure to be able to work with groups and individuals to ensure that their gifts are used well and that they get the chance to learn more about USS *Hornet* and engage with the ship and her history to make their partnerships all the more engaging.



POPPY BANK



To support the Museum, please visit [www.uss-hornet.org/support](http://www.uss-hornet.org/support). Donations are appreciated but you can also join as a Museum Member, Volunteer your time, or more! When considering a donation, please also know that there are many ways to do that as well, including joining our Squadron 12 group if you give monthly!



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For the full list  
of 2023 Donors,  
Scan Here

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Ellen Bradley  
Rick Vander Kam  
& Hatsumi Nielsen  
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Glen & Rona Buschbaum  
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## Supporter Level

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Lora & Ron Tabor  
Maureen Vavra  
& Michelle Morrison

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Sonya & Rob Meyers  
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Shannon Potts

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For more information,  
please contact us at  
[info@uss-hornet.org](mailto:info@uss-hornet.org)