



SAVING AMERICA'S FLAGSHIP THE *SS UNITED STATES*

A Symbol of American Pride & Purpose

SSUSC.ORG



SS UNITED STATES
CONSERVANCY

SAVING AMERICA'S FLAGSHIP

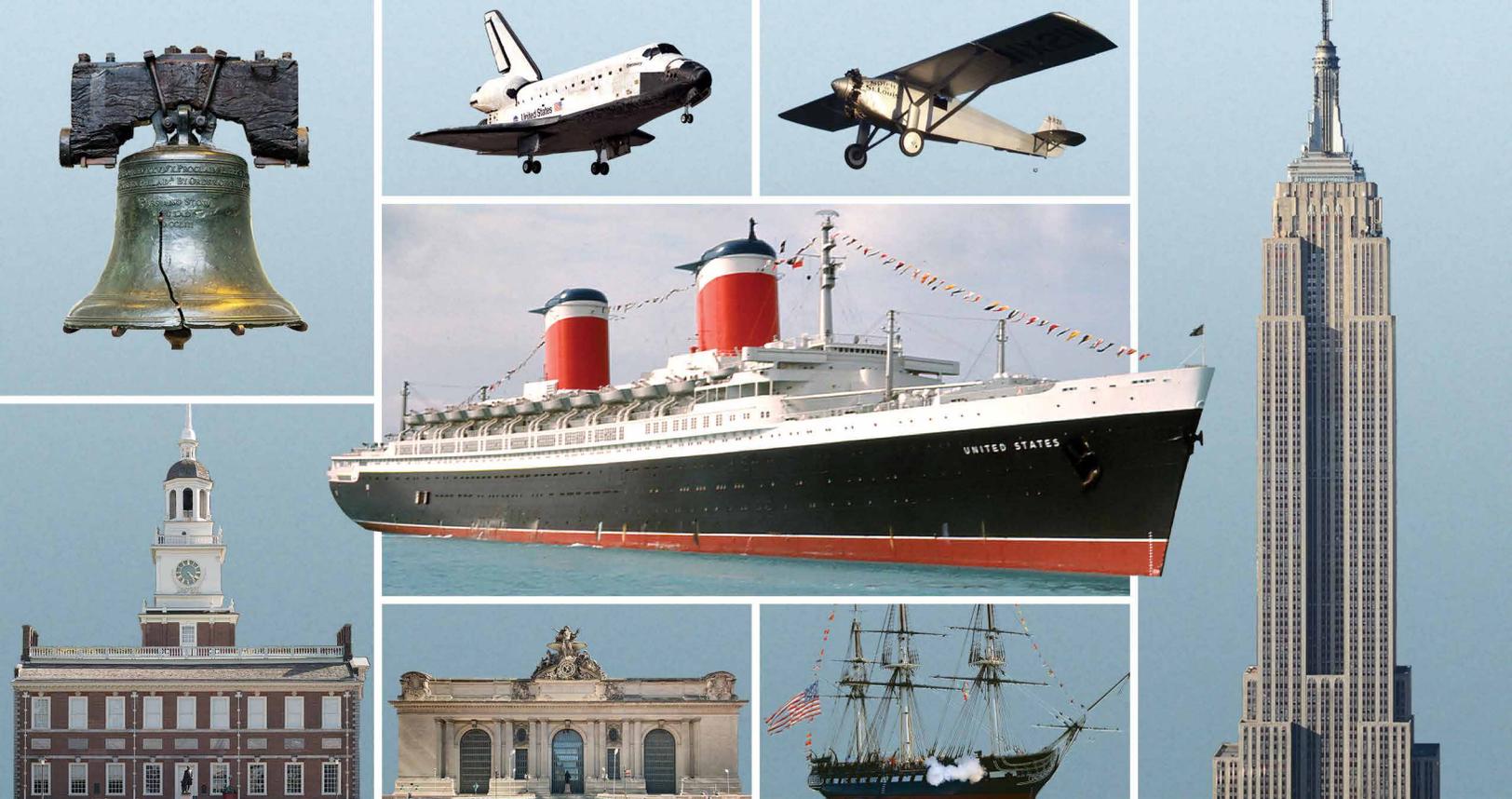


"[Restoring the SS *United States*] would be a restoration of American pride, in something that we should be very proud of...it would be a crime against shipbuilding — a crime against history...[to] let such a ship die such a miserable death."

Walter Cronkite, 2007

CONTENTS

AMERICA'S FLAGSHIP	3
A SYMBOL WORTH SAVING & CELEBRATING	
THE CONSERVANCY	5
OUR MISSION & VISION	
BRIGHT FUTURE FOR THE UNITED STATES	7
A NEW LANDMARK DESTINATION IN THE MAKING	
A NATIONAL & GLOBAL SENSATION	10
FROM FORGOTTEN RELIC TO FRONT PAGE NEWS	
PRESERVING A LEGACY	13
ART & ARTIFACTS THAT DEFINED A GENERATION	
THE SS UNITED STATES FLAGSHIP CENTER FOR DESIGN & INNOVATION	18
MUCH MORE THAN A MUSEUM	
CONCLUSION	19
OUR TIME IS NOW: WE CAN—AND WE MUST—SAVE THE SS UNITED STATES	



AMERICA'S FLAGSHIP

A Symbol Worth Saving and Celebrating

America has often protected and celebrated symbols that exemplify the spirit of the nation's triumphs, struggles, and values. As much a great icon of our nation as the Liberty Bell, Empire State Building or Washington Monument, the SS *United States* represents an extraordinary synthesis of post-war technology, architecture, ambition, innovation, and optimism.

We are now faced with a choice. Will we allow this singular American achievement to fade into obscurity or will her revitalization inspire future generations the world over?

The fastest passenger ship ever conceived and the only remaining U.S.-built luxury liner from the transatlantic era, the SS *United States* combined mid-century technology, luxury, and design with a top-secret, Cold War mission. Built as part of a public-private partnership between the U.S. government and United States Lines, she could be converted into the fastest troop carrier in the world, capable of ferrying 14,000 troops, 10,000 miles without refueling.

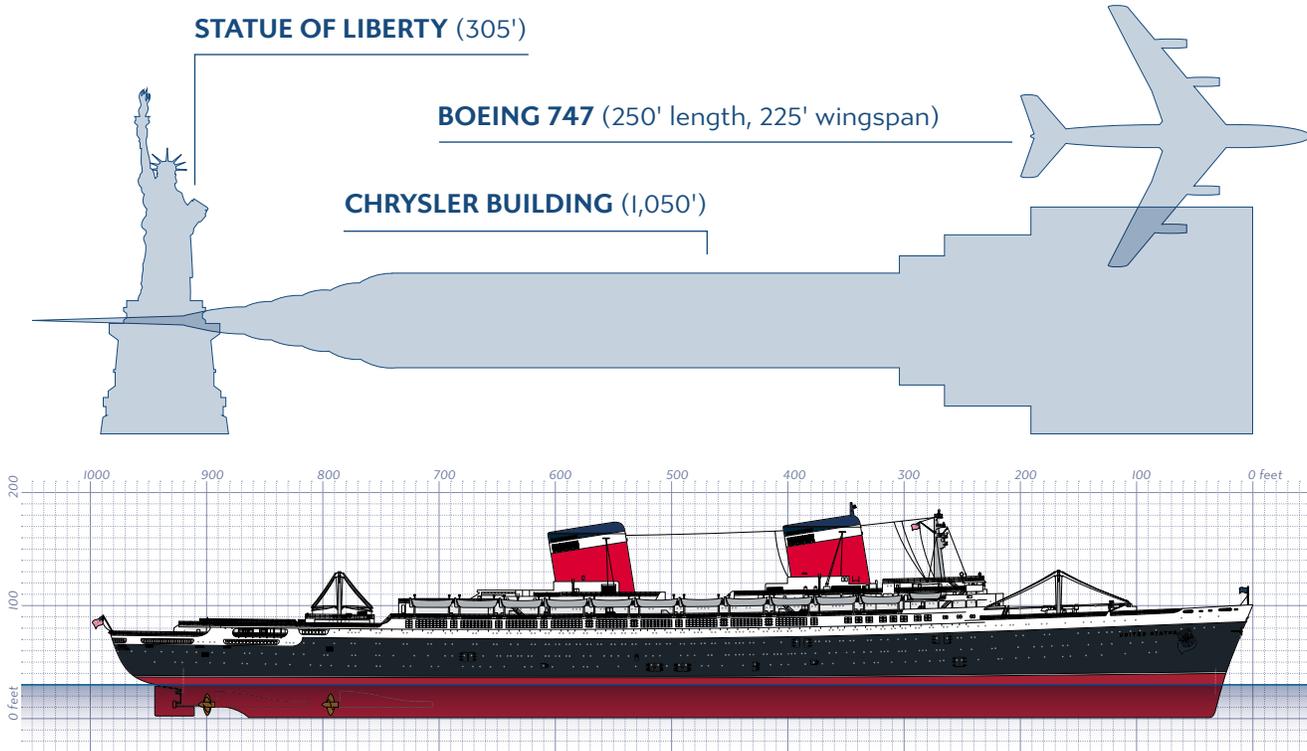
The SS *United States* was the life-long passion of America's preeminent naval architect, William Francis Gibbs. Gibbs achieved breakthroughs in efficient hull design and integrity, propulsion, and fire prevention. He and his firm designed almost 70 percent of all the Navy's fleet, including the mass-produced Liberty Ships, which helped the Allies achieve victory in World War II.

Gibbs had long dreamed of the "perfect ship" to regain American supremacy of the seas and had sketched an initial prototype in 1914. His quest was finally fulfilled with the SS *United States*' triumphal maiden voyage in 1952. With a hull nearly a thousand feet long and two inches thick, the vessel averaged an astonishing 40 miles an hour, smashing the transatlantic speed record using only two-thirds of her power and establishing an achievement that has never been broken.

AN ICON OF THE AMERICAN CENTURY

In 1999, the *United States* was added to the National Register of Historic Places even though she was less than 50 years of age because of her "compelling national significance," a status earned by less than one percent of the National Register's recognized historic properties.

During her storied service career, the SS *United States* carried more than one million passengers, from celebrities and royalty to immigrants making the journey to their new home. The ship was a global ambassador of her namesake nation, and her red, white, and blue funnels were a source of pride and inspiration following the devastation of war. Though the Jet Age would silence her engines in 1969, the SS *United States* still inspires. She represents the nation's common values, our strengths, and the epic scope and scale of our ambition.



400 VOYAGES • 1 MILLION+ PASSENGERS • 2,700,000 NAUTICAL MILES TRAVELED

- FAMOUS PASSENGERS**
- Marlon Brando
 - Salvador Dalí
 - Judy Garland
 - Prince Rainier & Grace Kelly
 - Coco Chanel
 - Walt Disney
 - Cary Grant
 - Elizabeth Taylor
 - Bill Clinton
 - Dwight Eisenhower
 - Charlton Heston
 - Harry Truman
 - Sean Connery
 - Duke Ellington
 - Bob Hope
 - John Wayne
 - Gary Cooper
 - John F. & Jackie Kennedy
 - *The Mona Lisa*
 - The Duke & Duchess of Windsor
 - Walter Cronkite
 - Marilyn Monroe





THE CONSERVANCY

A Record of Beating the Odds

The effort to save the SS United States bears all the hallmarks of an American success story, filled with vision, ambition, uncertainty, risk, passion, and perseverance.

What began as a fledgling preservation effort undertaken by a small group of ship enthusiasts has now grown into a global movement to save and repurpose a pinnacle of mid-century technological and artistic achievement, the SS *United States*.

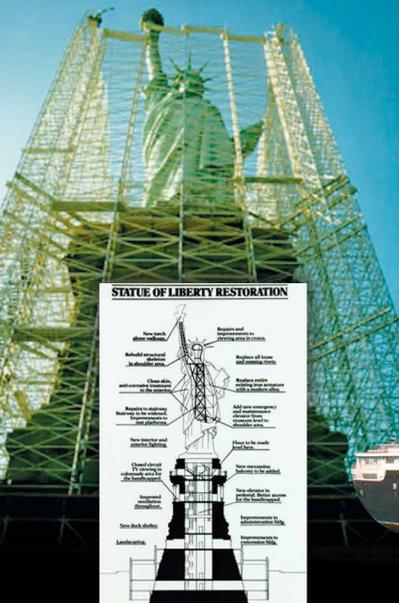
In 2010, the SS *United States* was days away from being destroyed by a scrapper's blowtorch. The Conservancy succeeded in raising the funds to purchase the vessel. Upon securing title and saving the ship from certain destruction, the Conservancy began building an international community of passionate supporters determined to protect this enduring expression of American design and innovation. For more than a dozen years, without government resources or assistance and through the support of supporters in all 50 states and 40 nations, the Conservancy has successfully executed a three-tiered approach to one of the most uniquely ambitious historic preservation projects in the last century:

- **Fund the maintenance and protection of the SS United States in her current condition**
- **Explore and advance viable redevelopment investment partnerships to secure the ship's future**
- **Fulfill a curatorial mission to celebrate and preserve the ship's rich history and plan a future museum**

The Conservancy's relationship with RXR and MCR Hotels has now yielded a viable plan to convert America's Flagship into a successful, sustainable, world-class destination means we are closer than ever to saving the *United States*.

But our work is far from complete. The challenges of fundraising and redevelopment in an inflationary post-COVID-19 economy remain daunting. We also must look ahead and continue laying the groundwork for a state-of-the-art shipboard museum to celebrate the SS *United States* and broader themes of mid-century art, culture, design, and innovation.

STATUE OF LIBERTY, 1984



TWA FLIGHT CENTER, 2015



GRAND CENTRAL TERMINAL, 1998



SS UNITED STATES: AMONG THE NATION'S MOST IMPORTANT PRESERVATION PROJECTS

In 1812 the State of Pennsylvania almost demolished Independence Hall to make way for a private development. Throughout our nation's history, iconic structures were allowed to fall to the wrecking ball in the name of progress. Over the last decade, the SS United States Conservancy has taken its place among other important historic preservation organizations, such as the efforts to save Grand Central Terminal and the Statue of Liberty–Ellis Island Foundation. The Conservancy has grown from a small grassroots organization to a global community of committed supporters.

Incorporated as an independent nonprofit organization in Washington, DC in 2009, the Conservancy formed a prominent board of directors and advisory council, recruited a talented team of staff and consultants, and opened offices in Washington, New York, and Philadelphia. This progress attracted transformative gifts totaling \$5.8 million from prominent philanthropist H.F. "Gerry" Lenfest that enabled the Conservancy to purchase the SS *United States* outright in February 2011.

Since its inception, the Conservancy has prioritized stewardship of donor funds. We have raised more than \$14.6 million since our founding, and this support has prevented the SS *United States* from being lost to history. We have been beating the odds year after year as we care for an irreplaceable historic asset, a horizontal skyscraper 100 feet longer than the *Titanic*.

More than 80 percent of all funds raised have been directly deployed to secure, berth, insure, and maintain the SS *United States* in her current location in Philadelphia. Donations have also supported the organization's curatorial and educational programs which have included planning and organizing exhibitions, acquiring an extensive collection of artifacts, and raising awareness about the plight of America's Flagship. Maximizing every dollar has helped ensure the safety of the ship for over a decade and has provided confidence for donors small and large that the organization takes its fiduciary responsibilities as seriously as its core mission.

Now, due to dramatic increases in costs from our pier owner that were levied in the middle of the pandemic, we face not only a doubling of our rent but the prospect of moving the vessel before a developer is ready to bear the burden of that expense.

OUR WORK AND OUR PASSION

In the words of the SS *United States*' designer, William Francis Gibbs, the ship's builders, designers, suppliers, officers, and crew "were trying for the greatest ship in the world and they knew they were doing it as trustees for the citizens of the United States... the result is a tribute to the American system." The Conservancy and its global community of supporters continue to summon this passion, pride and dedication as they work tirelessly to save the SS *United States*.



BRIGHT FUTURE FOR THE UNITED STATES

A New Landmark Destination in the Making

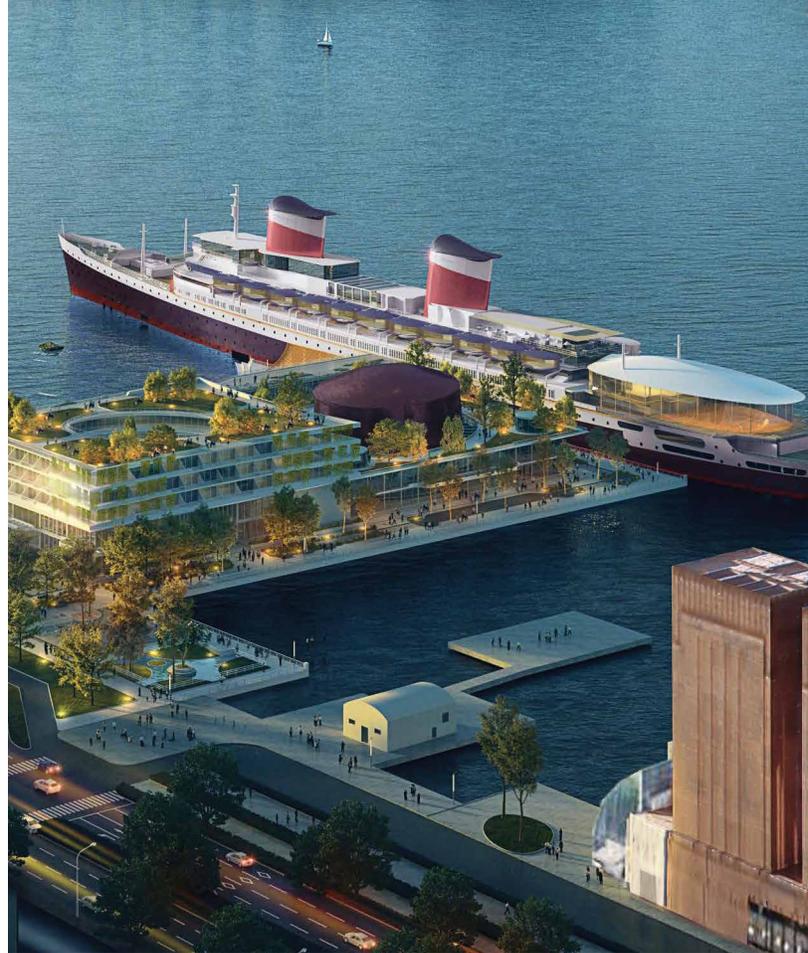
Our primary goal is to save the SS *United States* from being lost to history. That has required expanding our supporter base and raising the funds to keep the ship safely afloat. Simultaneously, we have worked tirelessly to ensure that this national symbol is successfully redeveloped into an economically sustainable destination and museum. After reviewing other historic ship preservation projects, we concluded that a shipboard museum on its own would not be financially feasible. Rather, the ship's 600,000 square feet of usable space could support a dynamic mixed-used commercial development and waterfront showplace that would attract the large number of visitors necessary for long-term financial viability. With a length spanning three city blocks, the SS *United States* offers numerous opportunities for a unique and successful commercial program that restores the ship to her former glory in tandem with the Conservancy's heritage mission.

Since acquiring the SS *United States*, the Conservancy began exploring the vessel's redevelopment, creating detailed plans for the ship's potential conversion into a stationary, mixed-use attraction. We targeted the nation's leading port cities and solicited interest from dozens of potential developers and investors worldwide. We explored a number of urban, waterfront locations for the ship's permanent home including New York, Philadelphia, Boston, Baltimore, San Diego, Seattle, and Miami. We entered into two formal option agreements with partners to initiate formal redevelopment assessments, including one with Crystal Cruises, which studied the possibility of modernizing the ship for seagoing service.



Redeveloped SS United States renderings provided by RXR and MCR Hotels

- 4,000 CONSTRUCTION JOBS
- 750 PERMANENT JOBS
- 950 INDIRECT JOBS
- 5,700 TOTAL JOBS RELATED TO SAVING THE UNITED STATES



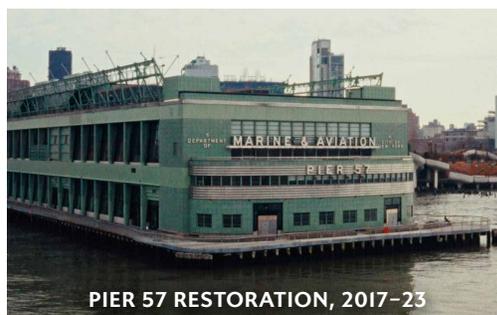
OUR ENGAGEMENT WITH RXR REALTY

In December 2018, the Conservancy entered into an exclusive option agreement with RXR, a prominent, New York-based real estate development firm, to explore the SS *United States*' redevelopment. RXR manages more than 75 commercial real estate properties and investments with an aggregate gross asset value of approximately \$20.5 billion, comprising approximately 25.5 million square feet of commercial properties. Its joint venture partner MCR Hotels is one of the leading owner-operators of hotels in the nation. MCR Hotels is also uniquely positioned to revitalize the SS *United States*, having restored and repurposed the historic TWA Hotel at JFK Airport, as well as the High Line Hotel among its 189 hotel properties across the US.

RXR and MCR have developed an inspired plan to repurpose the vessel as a permanently moored floating structure encompassing a collection of unique hospitality, food and beverage, and cultural spaces. Those offerings would include a world-class museum honoring the ship's history and exploring mid-century design, art, and innovation. We anticipate the project will be landscape-altering for its home city, creating over 5,700 jobs, generating new direct and indirect economic activity, and activating the waterfront at its destination.



TWA FLIGHT CENTER RESTORATION, 2015-19



PIER 57 RESTORATION, 2017-23



75 ROCKEFELLER CENTER, 2016

RXR and MCR have built their reputations on adapting and updating iconic assets for the 21st century. The firm's New York City portfolio includes the Helmsley Building, 75 Rockefeller Plaza, the Starrett-Lehigh Building, and the massive Pier 57 on Manhattan's West Side, developed in partnership with Young Woo & Associates, which houses Google's offices. In addition, RXR works closely with municipalities on large-scale, transformational projects, including as master developer for the City of New Rochelle, their partnership with JetBlue on a new terminal at JFK Airport, and their redevelopment of the Nassau Coliseum on Long Island.

While slowed by the COVID-19 crisis, the Conservancy is heartened by the development team's passion and commitment to the cause of saving the SS *United States*.

The new redevelopment program outlined by RXR, MCR and the Conservancy clearly demonstrates the commercial viability of the ship as a unique and exciting destination that could attract millions of visitors each year.





A NATIONAL AND GLOBAL SENSATION

From Forgotten Relic to Front Page News

Due to the Conservancy's sustained publicity efforts over the last decade, the SS *United States* has gone from a largely forgotten relic to achieving national and global recognition. The plight of America's Flagship has been featured on virtually every major news wire, national television news channel, and leading print newspaper outlet. In the U.S., coverage has spanned outlets nationwide, including the *New York Times*, *Wall Street Journal*, CNN, NPR, Fox News, NBC Nightly News, and CBS Sunday Morning.

The ship's unique history and exciting future possibilities have captured the imagination of photographers, artists, and journalists from the world over. The story has also gone global, with coverage in major outlets worldwide, including Germany's *Der Spiegel* and *Süddeutsche Zeitung*, Italy's *La Repubblica*, UK's *The Guardian*, ITV and *Daily Mail*, and France's *Le Matin*.



CNN travel "...And yet she persists, still with something to say to a country that has largely forgotten the spirit that made her. For people like Susan Gibbs and David Macaulay, therein lies the SS *United States*' strength. 'You don't know when the next opportunity to build something that physically imposing will come along, if ever,' says Macaulay. 'To me, it's like holding onto cathedrals and castles.'"

SS United States: The Mighty Ship that Broke All Records and Then Was Left to Rust
 Christopher Ross · December 16, 2020

Newsday "The SS *United States* is an iconic piece of American engineering and design and we're committed to finding a permanent home and restoring this one-of-a-kind luxury ocean liner into a vibrant, mixed-use destination," Scott Rechler, Chairman and CEO of RXR Realty.

RXR to Convert Mothballed Ocean Liner to Dockside Hotel, Entertainment Venue
 Bill Bleyer · March 10, 2020

THE BIG SHIP IS A BIG STORY

The Conservancy's continued efforts to save the SS *United States* were recently featured in *USA Today* and in a Discovery+ series that streamed globally. More than 300 news outlets and specialty publications have brought the ship back to the public consciousness. **The ship's fate is now watched by millions and her story will continue to generate top-tier media coverage.**

Additionally, the Conservancy will actively be working to engage a range of new media targets in the museum, arts, and design spaces to follow the story of our curatorial mission going forward.

PLIGHT OF THE SS UNITED STATES HAS BEEN FEATURED IN:

The New York Times THE WALL STREET JOURNAL. The Washington Post

USA TODAY NBC NIGHTLY NEWS FOX NEWS CNN travel

SUNDAY MORNING TIME Bloomberg NATIONAL GEOGRAPHIC

NBC NIGHTLY NEWS

"Once upon a time, it was the grandest ship in the land. The SS *United States*, still the fastest passenger ship ever made."

Staying Afloat

Rehema Ellis • October 26, 2015



FOX NEWS

"A draw for celebrities, dignitaries and presidents. The SS *United States* was so much more. A symbol of American ingenuity, prestige and pride."

Race to Save 'America's Flagship,' the SS United States

Jon Scott • January 26, 2018



WIRED

"...its roughly 650,000 square feet of on-board space could be converted into a shopping center, casino, restaurant, or a combination of all three—something like what was done to the *Queen Mary* or *SS Rotterdam*, which are permanently moored in Long Beach, California, and Rotterdam, the Netherlands, respectively."

The Fight to Save America's Last Great Ocean Liner

Alexander George • September 8, 2014

CULTIVATING A GLOBAL COMMUNITY OF SUPPORT

Our digital strategy is a critical component of telling the ship's story, building momentum, and supporting grassroots fundraising. As the Conservancy prepares to shift focus toward designing, funding, and building a world-class museum, our social media accounts will be utilized to expand the reach of our message to new audiences.

The Conservancy launched a new web platform in the Spring of 2020, which presents a sleeker face to the world with an improved user experience. This digital "gangway" will continue to be updated and offer our supporters and the general public "sneak peeks" of redevelopment progress as well as the evolving vision and curatorial goals and programming of the future museum and innovation center.

Last year, the Conservancy made more than 7 million impressions on social media outreach. Our online supporter community continues to grow. The Conservancy's popular and informative bimonthly electronic newsletters will continue reaching supporters from around the world with important and informative updates on the ship's history and the Conservancy's tireless work to save her.

7 MILLION+ SOCIAL MEDIA IMPRESSIONS

SS United States Conservancy
39K likes · 40K followers

SSUSC
1,368 posts · 7,538 followers · 929 following

SSUSC
Owners and stewards of the historic SS United States. Did you travel Big U? Drop us a line today. #whylovethenitedstates

SS United States Conservancy
Nonprofit organization
Official IG account of the owners and stewards of the SS United States. Future for America's Flagship: #whylovethenitedstates @linktr.ee/ssusc

SSUSC Follows you
Owners and stewards of the historic SS United States. Did you travel Big U? Drop us a line today. #whylovethenitedstates
Philadelphia, PA | ssusc.org | Joined February 2010
1,241 Following · 3,074 Followers
Followed by Casper, Mark B. Perry, and 20 others you follow

SS United States Conservancy
Nonprofit organization
P.O. Box 32115, Washington D.C., DC, United States, Washington, District of Columbia
(888) 488-7787
info@ssusc.org
ssusc.org
Always open

SS United States
10h ·
In 1963, the SS United States spent three months of travel housed in a three-room house in a three-room house. Recently, The House of the SS United States' Turnpike.

SSUSC · Jun 10
Conservancy President @susangibbs1 tells @delawareonline, America's Flagship and she just personified the nation's confidential technological know-how and ambition.

SS UNITED STATES CONSERVANCY
SAVING AMERICA'S FLAGSHIP

HOME AMERICA'S FLAGSHIP THE CONSERVANCY HOW CAN I HELP? SHOP EVENTS NEWS BLOGS SUBSCRIBE **DONATE**

HELP SAVE AMERICA'S FLAGSHIP
THE SS UNITED STATES



PRESERVING A LEGACY

Artifacts and Artistry that Defined a Generation

The SS United States wasn't only an ambassador for America. She was a floating showplace of mid-century modern design. The ship's interiors epitomized the era's focus on new materials and manufacturing technologies, modernism, and post-war recovery. The vessel's engineering and naval architecture — from her unmatched high-pressure, high-temperature, steam propulsion system to her ultra-light aluminum superstructure to her unique, sculptural hull design — endure as an unparalleled expression of American craftsmanship and industrial accomplishment. The Conservancy's curatorial programs and growing collections showcase and explore these themes and will serve as a foundation for the future shipboard museum experience.

COLLECTIONS INVENTORIES

The Conservancy has undertaken comprehensive inventories of individual and institutional collections of SS United States objects and memorabilia — a truly challenging task given that all of the ship's furnishings, fittings, artwork, and records were scattered worldwide in the decades since her withdrawal from service in 1969. These key artifacts and other unique items in museums and private collections around the world will complement the holdings of the Conservancy's permanent collection.

The Conservancy has also completed an exhaustive inventory of artifacts that remain on board the ship, which will guide the Conservancy in prioritizing the preservation of shipboard artifacts prior to the vessel's redevelopment.

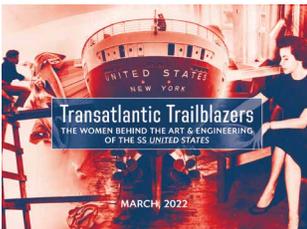
EXCITING EXHIBITIONS

The Conservancy has hosted and supported high quality exhibitions that have raised awareness of the ship's historic importance and promoted the cause of saving the vessel. In addition to loaning items to displays at the Smithsonian Institution, the Peabody Essex Museum, and other institutions, the Conservancy's exhibitions have included:



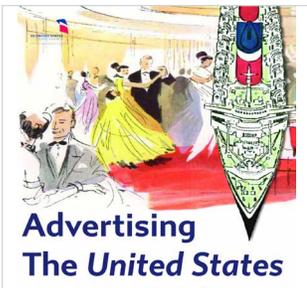
2023: Food Tastes Better at Sea: Dining Aboard the SS United States

Drawing on holdings from the Conservancy's extensive collection, the exhibition will highlight aspects of food culture, memory, history, and technology, including differences in cuisine among the classes, how food was part of the growing competition with the airline industry, and how the SS *United States* utilized new technologies to store and prepare food at sea.



2022: Transatlantic Trailblazers: Women Behind the Art and Engineering of the SS United States

This exhibition highlighted the pioneering role women played in the art, design, engineering and decor of the SS *United States*.



2021: Advertising the United States: Discovering the SS United States Through Prints, Posters and Advertisements

Since her maiden voyage in 1952, the SS *United States* has been an icon of American culture and a global ambassador for her namesake nation. She is also closely associated with the dawn of the Ad Age. "Advertising the United States" explores the connections between the historic ocean liner, the evolution of consumer advertising, and American ideals and identity.



2019-2020: Norman Rockwell Museum

Coinciding with the release of best-selling author David Macaulay's SS *United States*-inspired book, *Crossing on Time*, the Norman Rockwell Museum in Stockbridge, MA, unveiled an exhibition prominently featuring the ship. The centerpiece of the display was an 11-foot-long model of the superliner, graciously donated to the Conservancy by the children of Douglas Bushnell.

2014: Independence Seaport Museum

Just a mile from the current berth of the SS *United States*, this exhibit featured a wide array of artifacts from ship furnishings to passenger and crew stories and displays, to a recreation of a first-class dining room experience. It also included an interactive display of three-dimensional modeling of the ship developed in partnership with Drexel University's Digital Media Program.

2012: Forbes Galleries

This exhibit featured highlights from the ship's famed Duck Suite, which was the preferred first-class cabin of the Duke and Duchess of Windsor on their numerous transatlantic voyages, along with a wide array of exquisitely curated unique artifacts and imagery from the vessel.

CONSERVANCY COLLECTION HIGHLIGHTS

The Conservancy's permanent collection comprises thousands of items, spanning ship models, prints and paintings, vintage ephemera, furniture and fixtures, and archival materials. These items have been painstakingly gathered, preserved, and inventoried by the Conservancy's curatorial team for future display. They include:

FURNITURE

Hundreds of pieces of mid-century modern furniture including chairs, tables, lamps, smoking stands, benches, deck chairs, and other items.

SERVEWARE

Extensive serveware collection featuring American-themed design schemes ranging from table decor to elaborate place settings.

PRINTS

Among the Conservancy's print collection are the complete "America's Cup" series of 14 prints by R.F. Paterson displayed aboard the ship as well as various prints of the SS *United States* by renowned maritime artists including Robert Semler, Thomas Skinner, James Flood, and Robert Lloyd.

FABRICS & TEXTILES

Along with stylish samples of the tablecloths, napkins, and towels used aboard the ship, the Conservancy's textile collection includes three of the Dorothy Liebes harlequin-patterned curtain panels from the ship's Cabin Class Smoking Lounge.

FIXTURES & COMPONENTS

Various outstanding examples of the mid-century modern fixtures and components from the vessel are housed in the Conservancy's collection, including signage, lamps, and other decorative elements. Needless to say, they were all fireproof!

A GROWING CURATORIAL COLLECTION

The Conservancy has acquired an extensive collection of artwork and artifacts from the ship that demonstrate the extraordinary and innovative craftsmanship that made the *United States* a singular achievement. We are continuing to expand this collection of art, artifacts, and archival documentation. We are also continually updating our inventory of shipboard artifacts targeted for retention and restoration and are evaluating needs for restorative work on those items prior to public display.

COLLECTION HIGHLIGHTS

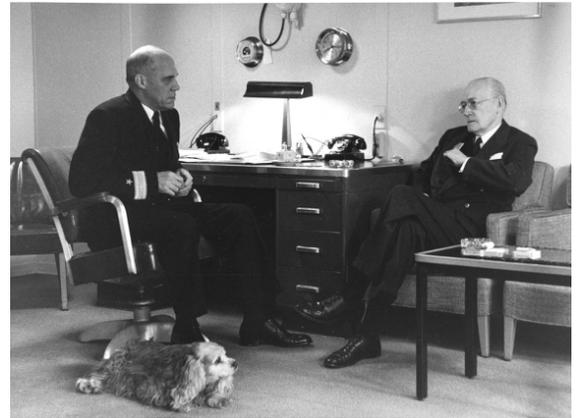
Among the hundreds of major items in the Conservancy's permanent collection are these highlights:

Steinway Baby Grand Piano

This iconic fire-resistant Steinway Baby Grand Piano graced the *SS United States'* Grand Ballroom and was played by many renowned musicians, including Duke Ellington. The ship's mahogany pianos were among the few items made of wood aboard the ship, due to the ship designer's obsession with fire prevention. (Donors: Mark Perry, Robert Forbes; acquired from Bob Scofield in honor of Michael Persico)

Captain's Quarters Furniture

The Conservancy has acquired the complete set of furniture from the ship's Captain's Quarters, including the Commodore's desk, shelving, bed, nightstands, lamps, top-secret safe, and a master key to the entire vessel. (Donor: Steve Williams in honor of Melvin Williams)



Gyrocompass

In addition to the machinery components remaining in the engine rooms, the Conservancy has been acquiring components removed from the vessel's bridge and other spaces decades ago. The gyrocompass was located on the bridge of the ship and helped keep the ship on course. (Donor: The Dragas Family)

Two "Snowflake Crystal Montage" Panels by Charles Tissot

The Conservancy has acquired two gorgeous panels depicting a crystal snowflake montage created by renowned artist Charles Tissot for the ship's Private Dining Room. They represent a beautiful example of the mid-century modern decorative art on display throughout the *SS United States*. (Donors: Bob Forbes, Mark Perry, Carl Wesch, Mario Alvarez-Garcillan, Susan Gibbs, Charles Anderson, William Myhre, Chris Bell, Marc and Lauren Shenfield, Thomas Watkins, Frank Slate Brooks)



Emergency Life Raft

Not to be confused with the aluminum lifeboats aboard the *SS United States*, the Conservancy acquired an inflatable raft that was stored on deck for emergency use. (To the best of our knowledge, it was never deployed.) (Donor: Terrence Mahoney)

Mark Perry Collection

The Mark Perry Collection comprises a number of items significant to the *SS United States'* history, including personal ephemera belonging to Commodore Harry Manning, consisting of awards and the commodore's personal scrapbook. Additional items include a detailed U.S. government feasibility study for the ship's conversion to a troop transport and hospital vessel, "allowance lists" which are detailed inventories of every single item in every single room, and a coffee table from the Captain's Reception room on Sun Deck.



Albert W. Durant Photography Collection

The Conservancy acquired a special series of vintage photographs taken on the Big U's speed trials in early 1952 by Albert Durant. Durant was Virginia's first black city-licensed photographer, and his work features the ship's African American crew members. (Donors: Mariners' Museum, and Colonial Williamsburg Foundation)

William Francis Gibbs Collection

The Conservancy has an extensive collection of items relating to the ship's designer, William Francis Gibbs. These include a bronze bust by Malvina Hoffman, letters and speeches, personal possessions, and one of the commemorative medallions William Francis Gibbs gave to crew members on the ship's record-breaking maiden voyage. (Donor: Susan Gibbs)



Models of the SS United States

A vintage model of the SS *United States* measuring 11 feet long and was put on public display for the first time at the Norman Rockwell Museum as part of a special exhibition featuring art from renowned author-illustrator David Macaulay. (Donor: The children of Douglas F. Bushnell) An additional encased six-and-a-half-foot travel agency model of the SS *United States* was recently donated to the Conservancy by board member Thomas Watkins.



EPHEMERA AND ARCHIVAL DOCUMENTATION

The Conservancy's extensive collection of documentation related to the ship includes:

- Deck Plans and Blueprints
- Menus and Programs
- Photographs, Slides, and Negatives
- Reports and Official Records
- Newspaper and Magazine Articles
- Passenger Lists

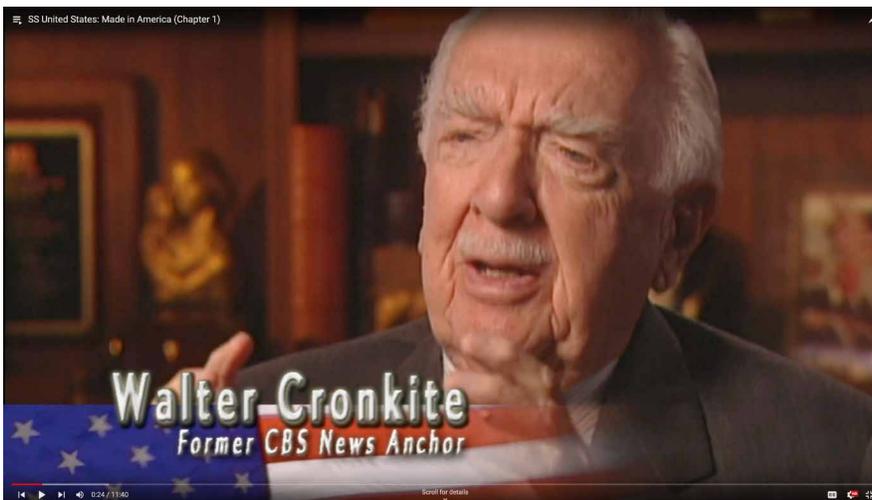
ORAL HISTORIES AND TESTIMONIALS

The Conservancy has connected with hundreds of former officers and crew members, builders, designers, passengers, maritime historians, and ship enthusiasts to help preserve and protect the legacy of the Big U. These moving stories collected over the last decade preserve the first-hand accounts of the thrill of serving and sailing on board America's Flagship.

The Conservancy continues to expand its oral and video documentation. These will then be curated for incorporation into interactive exhibitions aboard the redeveloped ship and provide visitors a bridge to the events, culture, and people of the days of transatlantic travel.

MUSEUM PLANNING CHARRETTES

The Conservancy has initiated a comprehensive museum planning process including a series of conceptual charrettes. With support from The Roz Group and Eisterhold & Associates, these resulted in evocative renderings and potential interpretive themes for a future shipboard museum. Several day-long consultative sessions with experts explored a range of potential themes, including technological and industrial "high water marks," pop culture and social trends of the 1950s and 1960s, the "American Century" and post-war history, and the golden age of transatlantic liners.



HIGH QUALITY DOCUMENTARY FILMS

SS UNITED STATES: LADY IN WAITING (2008)

Combining never-before-seen archival footage and compelling interviews with the ship's crew and passengers, as well as preservationists and maritime historians, this documentary tells the story of the SS *United States* and the early efforts of Conservancy leaders to save the storied vessel. Produced by Mark Perry and directed by Robert Radler, the film features famed CBS broadcaster Walter Cronkite in one of his last interviews. The award-winning documentary was presented by WTTW National Productions, the acclaimed PBS affiliate in Chicago, and aired on American Public Television stations nationwide.

SS UNITED STATES: MADE IN AMERICA (2014)

The Conservancy partnered again with Director Robert Radler on a follow-up film to *SS United States: Lady in Waiting*. The five-part series includes incredible footage of the ship, both in her heyday and in her current state, as well as interviews with former passengers and crew, maritime experts, and Conservancy leaders who worked to prevent the ship's destruction and advance restoration plans. The film can be viewed on the Conservancy's website.

FUTURE DOCUMENTARY FILM PROJECTS

As redevelopment of the SS *United States* advances, the Conservancy will ensure that this story is told on film. We anticipate supporting a top-tier, full length documentary that will chronicle the ship's rebirth. We also plan to update *Lady in Waiting*. Finally, we have begun working with Charles Shan Cerrone and Color-space Studios on film documentation of passenger and crew stories for inclusion in the Conservancy's future museum.



THE SS UNITED STATES FLAGSHIP CENTER FOR DESIGN AND INNOVATION

A World-Class Museum for a World-Class Destination

In tandem with reviving the ship into a thriving waterfront destination, the Conservancy continues to advance plans for a shipboard museum and immersive experience distributed in historic locations throughout the vessel. The Conservancy's future innovation center and state-of-the-art museum will become an exciting and inspiring centerpiece of the vessel's redevelopment and will explore the story of the SS *United States*' emergence as a singular American post-war achievement.

The gallery spaces will serve as the home for the Conservancy's stunning collection of artifacts showcasing the "Mad Men" era of mid-century modern art and design. The Conservancy will also create a "heritage trail," allowing visitors to peek into the past while taking advantage of the ship's new, modern offerings. Through a combination of self-guided and expert-presented tours of restored, iconic spaces, including the bridge, engine room, a first-class suite, and more, visitors will experience first-hand America's Flagship and the bygone era of transatlantic travel.



The Conservancy's exhibitions and events will also explore a range of compelling themes that will be fine-tuned as the museum planning process, potentially including 20th century industrial innovation, the trans-Atlantic liner era, and American cultural identity and artistic expression of the post-war period. The goal is to ensure that the Conservancy's programming and displays are dynamic, engaging, and relevant as they explore broader themes of art, design, and innovation.





CONCLUSION

Our Time is Now: We Can—and We Must—Save the *United States*

Prospects for the SS *United States*' revitalization have never been closer, while at the same time, the ship remains in grave danger.

After five years of study and investment, the Conservancy's development partners have generated detailed plans for a dynamic and dazzling mixed-use project that would activate the ship's 500,000 square feet of internal space and acres of outdoor space aboard the vessel and the adjoining pier. The revitalized ship would include a hotel, restaurants and lounges, event space, and a world class museum. The project could become a leading example of climate resilient development, create thousands of new jobs and generate millions in tax revenue annually.

Most important, saving the SS *United States* would demonstrate that as a nation we can still come together and achieve great things. During her service career, the ship was a global ambassador of her namesake nation, and her red, white, and blue funnels were a source of pride and inspiration following the devastation of WWII. Although the Jet Age silenced her engines in 1969, the SS *United States* continues to represent the nation's common values, strengths, post-war global leadership and technological innovation.

It is now up to all of us to recognize her enduring symbolism and future potential. The alternative would be a profound loss in our collective quest to honor our history and use it to create a bridge to a better future.



SS UNITED STATES
CONSERVANCY

SAVING AMERICA'S FLAGSHIP

P.O. BOX 32115

WASHINGTON, DC 20007

888.488.7787

info@ssusc.org