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## Friends of Falls of Clyde: Our Story

The story of Friends of Falls of Clyde in Honolulu is a typical one for a small nonprofit organization that has a strong mission. We seek to increase our visibility in the community and to attract supporters with broad interests in maritime history and the history of the Hawaiian Islands. We are optimistic that once our story is known that we will garner the additional financial support we need to fulfill our mission for the benefit of the entire community. With this document we seek your financial help. Our goal is to communicate the importance of the restoration of the tall ship *Falls of Clyde* to Hawai'i.

### Who are we?

Friends of Falls of Clyde is a community-based organization with a small volunteer Board of Directors. The Board has embraced the mission of preservation and restoration of the vessel. We welcome the assistance of others who likewise value the importance of history in the community. The current Board includes three of the founding board members who bring their knowledge of the history of the preservation efforts. Each new board member brings additional ideas and reinforces the community support for our efforts. There is a worldwide understanding that, if the ship is lost, we will lose a significant piece of Hawaiian maritime history. The board is open to the possibility of working with a high visibility community leader who can tap the local foundations and philanthropists who can make dreams come true.

### The background

What would you do to save a friend in distress? Many people would answer: "Whatever it takes." This is exactly the answer that a small group of community members gave in 2008. The trigger was the decision by the then-owner of the National Historic Landmark and museum ship *Falls of Clyde* to take the ship out of Honolulu Harbor and scuttle her at sea. For our community group, made up of people with maritime backgrounds and a long association with the ship, the idea of sinking the ship was a travesty that had to be stopped.

The ability to change the fate of the ship came from historic preservation knowledge that an owner cannot arbitrarily destroy a National Historic Landmark without going through an administrative process, which was not followed. The logical next step after stopping the destruction was for the community group to assume ownership and stewardship. This was accomplished by forming a 501(c)(3) nonprofit organization called Friends of Falls of Clyde, Inc. (FFOC). Once formed, the organization leaders were able to negotiate transfer of ownership under a detailed contract. The transfer took place with a formal ceremony on September 30, 2008.

*Falls of Clyde* is an historic vessel built in 1878 in Port Glasgow, Scotland and is the last remaining iron hull, four-masted, sailing oil tanker in the world. At that point in 2008, she was now the responsibility of FFOC. She was designated as a National Historic Landmark in 1989 for her status as a sailing oil tanker. The ongoing mission of FFOC is to preserve and restore the ship to museum quality for the educational and cultural benefit of the people of Hawai`i and our visitors from the mainland and overseas. Our role was reinforced in 2009 when the State legislature in SCR 138 declared *Falls of Clyde* to be an “historic symbol of Hawai`i” and should “always be treasured and protected by the State of Hawai`i and its residents.”

#### What situation did FFOC face in 2008?

We were in possession of a 286-foot, historic, world-renowned, square-rigged vessel that had not received proper maintenance for 20 years. She was not put into drydock on a periodic schedule to have her hull cleaned, repaired, painted, and zinc anodes put on her hull to help stem hull deterioration from salt water. One can imagine that an iron-hulled ship from the 19<sup>th</sup> century in salt water presents unique, and expensive, repair and maintenance requirements.

Our initial plan was to take the ship out to the shipyard at the ‘Ewa end of the island of O’ahu to have an assessment done of the hull. However, poor weather conditions and lack of funds caused us to postpone that plan. After further consideration, we felt that trying an open sea transit to the shipyard was not safe, given the age of the vessel. We understood we had sufficient time to re-evaluate the plan for going to drydock and to assess the condition of the ship to determine the extent of the dry-dock work.

Part of the transfer of ownership included a maintenance fund from a private donation specifically for the ship. It took over half a year and a legal procedure to get the funds transferred to FFOC. The funds were much needed to meet the annual expenses for the ship, and marine insurance was the largest expense item.

The current location of the ship at Pier 7 at the foot of Aloha Tower in Honolulu Harbor was secured for FFOC by a partial transfer of the lease from the Hawai`i Maritime Center. This was subsequently converted to a Revocable Permit from the State of Hawai`i Department of Transportation Harbors Division. The permit was given to FFOC on a *gratis* basis. We remain very appreciative of the support from the State agency.

As prudent stewards of *Falls of Clyde*, we accepted our mission as a long-term commitment. We had contact with owners of other historic ships that had taken 10, 20, or even 30 years to restore their respective ships. We created a strategic plan, laying out our mission’s work in stages over multiple years. The first stage was to assess the condition of the hull to make sure she was safe at her berth and that her structural integrity was strong enough to get her safely in and out of drydock. The ship was inspected over the next couple of years by iron experts and by experienced marine experts who work on historic ships. With the aid of naval architects and engineers, a complete pictorial and video survey of the ship’s tanks was conducted to identify internal areas that needed the most work. An underwater hull survey was also conducted that provided video

documentation of the external hull. The goal over this period was to gather information to get an accurate bid from a shipyard for the needed out of water survey.

#### Moving forward toward the drydock

In late 2013, FFOC hired a naval architect and salvage engineering firm to develop a scope of work to be accomplished in drydock. They did another complete survey and declared the ship to be structurally sound and strong enough to go safely in and out of drydock. By this time FFOC had established a relationship with the shipyard located within Honolulu Harbor. This meant that when going to drydock we would be within the safety and protection of Honolulu Harbor and would have a relatively short transit distance.

Negotiations with the shipyard took several months with the naval architectural and engineering firm acting as the representative for FFOC, because of the technical issues involved. The goal was to get a detailed scope of work and a cost estimate so that FFOC had an accurate financial target for fundraising. This process took until the summer of 2014. We worked on the details for the move, but the finance terms with the shipyard had changed. Our hope was that they would take the ship into drydock and allow us time to raise the funds. However, the shipyard manager advised that we would need to have the money in the bank before they could take the ship into dry dock. In a positive development for the vessel, we had secured a commitment from the shipyard to provide drydock time once the money was raised.

#### Fundraising

While we prepared for a capital campaign by doing foundation research and grant application preparation, we needed to solidify our financial target. Initially, fundraising was not a major focus for FFOC, because of the maintenance fund we had available. In the early years of ownership, FFOC hired a professional fundraiser to help us with the basics we would eventually need when it was time for a capital campaign. We also held a few fundraising events to test the community interest. We secured a grant from a local foundation that allowed us to have a plywood deck laid down for safety when working on the main deck.

Our primary fundraising was applying for a National Maritime Heritage Grant from the National Park Service. This was our first major grant request and we found it to be an important learning experience. We did not receive the grant and then the federal funding dried up for the subsequent couple of years. When federal funds were reinstated, we again applied, but were again unsuccessful. We have remained optimistic and we filed our third application in 2015 and believe our previous learning points will result in success.

In 2015 we applied for a Legislative Grant-In-Aid. While we had professional help, the amount we requested was higher than the target of the funds. We have applied in 2016 for a modified amount that we hope will indicate support at the state level for our National Historic Landmark.

Using a contemporary funding source, we conducted two Indiegogo campaigns in 2015. Again, this was a learning experience as we were in a new funding arena. We received only a few thousand dollars. We now know that we need a message that will capture the interest of people who follow crowdfunding campaigns like ours.

### Interaction with the Harbors Division

The FFOC is currently working with the Department of Transportation Harbors Division to increase the agency's understanding of what it takes to preserve and restore an historic ship and of the importance of Falls of Clyde to Hawai'i.

FFOC hopes to return to the working relationship with the Harbors Division that we had from 2008-2014 under two State Administrations. Previously, there was no indication that the future of *Falls of Clyde* was at risk from the State. We relied heavily on our positive interactions with the Deputy Directors and the affirmative statement made by the legislature in the 2009 resolution mentioned above. At a meeting in late 2014, we were asked by interim administrative personnel for the Department of Transportation and Harbors Division for information about FFOC, and we got the first inkling that the State was concerned that *Falls of Clyde* had not yet gone into dry dock. Subsequent to that meeting and with the appointment of a new Deputy Director for the Harbors Division, we became increasingly aware that there was a change of attitude of the Harbors Division. We continue to provide them with information to increase their understanding about what it takes to preserve and restore an historic ship. We have also stressed the overall importance of *Falls of Clyde* to Hawai'i. We hope to instill in the Administration the importance of efforts by those who saved the ship in the 1960s. These men, included newspaper columnist Bob Krauss, John Wright, Tommy Holmes, Capt. David Lyman, Bobby Pfeiffer, and Kenneth Brown.

These conservationists took the initiative to save *Falls of Clyde* by bringing her back to Honolulu. They understood her role in serving Hawai'i as one of the first ships in the Matson fleet and later as a sailing oil tanker owned by Associated Petroleum. *Falls of Clyde* also served Honolulu and the sugar plantations on the island of Hawai'i. We are grateful that they were instrumental in making *Falls of Clyde* a central feature in Honolulu Harbor. While these people have all passed on, their memory and spirit motivate those of us who have taken up the mantle of preservation. The 2005 book by Bob Krauss, *Falls of Clyde: 324 Voyages Under Sail* (Bishop Museum Press, 150 pages) is a valuable resource for anyone with a deep interest in the ship.

### Where does our success rest?

One of the realities of nonprofit organizations is that they must compete with social service agencies for limited funds. A noble cause, such as ours, needs to resonate at a base emotional level with people to overcome challenges. We are working to develop a message that will appeal to a broad section of the community. We value their belief in our cause and ask for their support.

Friends of Falls of Clyde has received an outpouring of moral support from people who know and appreciate what *Falls of Clyde* has meant to the community over her 50 plus years in Honolulu Harbor. There is universal agreement that financial support is needed, but they are not themselves able to contribute major funds or influence others to do so. We hope to translate the broad sense of support into funding to meet our mission.

We have carefully examined and analyzed our level of success with each funding appeal. We have learned from consulting with the stewards of other 19<sup>th</sup> century tall ships in New York, San

Francisco, and Scotland that an important hurdle to overcome is to secure initial funding, even if at a lower level. Obtaining early funding from local sources in Hawaii can have a positive impact on later requests for substantial funding. We continue to seek funders at all levels who support our efforts, and we realize that the proverbial “Catch-22” situation also applies to corporate giving. Being aware of this reality is the first step to moving forward.

We have recently submitted grant applications to foundations, continuing our efforts in that arena. We believe our third National Maritime Heritage Grant will be successful and that our next Legislative Grant-In-Aid will be funded. We anticipate these early successes will allow continued fund raising success.

We value the statement about the importance of *Falls of Clyde* made in the 2009 legislative resolution. It is as true today as it was then. We now have a firm plan to assure our preservation, which will then allow us to move forward with restoration projects. FFOC firmly believes that given time that the near-term preservation goal will be funded and the subsequent restoration work will draw financial support.

Friends of Falls of Clyde has a business plan to operate *Falls of Clyde* as a museum ship with emphasis on maritime history, culture, and exhibits. She will again be a venue for public and private community events.

#### State preservation plan is a guide

*Falls of Clyde* preservation and restoration is consistent with the present “Hawai`i State Historic Preservation Plan.” Here are the guidelines used that clearly support our work:

- Historic preservation benefits everyone.
- Historic preservation requires action by everyone.
- The historic and cultural sites of Hawai`i encompass every aspect of the State, including people, events, and places.

The State plan is reinforced by the work done by the preeminent preservation organization in Hawai`i, Historic Hawai`i Foundation (HHF).

Preservation Plan: “The history of a community contributes to its personality. Preserving the history of a place through its significant historic resources gives a community its unique character. Historic preservation provides a link to the roots of the community and its people.” The Historic Hawaii Foundation Executive Director stated, “Historic places are what make a community unique and a better community. Historic places give meaning to a community.”

#### Why be a supporter?

This is an inevitable question that we strive to answer in the most positive and meaningful way possible. Ultimately the answer will be a personal one, but we believe these are some of the reasons that people can relate to:

- Hawai`i is a maritime state that could benefit from acknowledging the importance of the broad topic of the maritime industry and the history of that industry. *Falls of Clyde* is our symbol of our long sailing history that sustained our economy for so many years.

- *Falls of Clyde* is a National Historic Landmark and is recognized worldwide for its place in maritime history for its unique role as the only surviving iron hull, four-masted, sailing oil tanker. This status brings prestige to Hawai'i for preserving such an historic relic.
- As a museum ship, *Falls of Clyde* will provide an important educational opportunity for our young people and adult visitors.
- As a museum ship, *Falls of Clyde* is an important visitor attraction. She can draw visitors to the waterfront and to the downtown area, with benefits at many levels.
- During restoration, she will be a source for teaching skills and using local skilled resources, such as welders, riggers, woodworkers, and historians.
- Over her 50 plus years in Honolulu Harbor, many people, local residents and visitors alike, have walked her deck as part of a school trip, to attend a celebration, or in her role as a museum destination. Bringing back treasured memories can have a very positive effect on a person and we look forward to being part of that positive relationship with the waterfront.

#### What does the future hold?

Friends of Falls of Clyde hopes that our story will strike a positive chord with those who read this and that more people will join our cause and volunteer to maintain the ship. We continue to be open to donations to meet our financial goals. As many similar organizations know, we must attract young people who have the commitment and creative ideas to meet the long-term goals that will allow the mission to succeed. Please join us as we take a priceless and irreplaceable maritime icon from the 19<sup>th</sup> century and help her to navigate into the modern world of the 21<sup>st</sup> century.