Chairman & President’s Message

Dear Friends,

As we mark our 40th anniversary, we renew our commitment to educate, engage, and empower by sharing the stories of USS Constitution and our naval history through innovative hands-on, minds-on learning.

We have much to applaud in the past two years:

- We witnessed Constitution's restoration in dry dock and experienced record-breaking visitation — in 2016 we welcomed 528,233 visitors with 96,866 in July alone!
- Our newest exhibit, Forest to Frigate, follows the story from the forest where "Old Ironsides" timbers grew to her launch as a fully formed frigate.
- In partnership with our friends at the U.S. Navy and Naval History & Heritage Command Detachment Boston, visitors have made their mark on history with nearly 100,000 signatures on copper sheathing for the ship's hull.
- Our restoration blog, Constitution-Cam(era) and a new marketing effort help us stay connected to many visitors who now follow the Ship's restoration online.
- Liberty Mutual Insurance generously supports free programs for public school students here at the Museum.
- An Education Collaborative with our partners in the National Parks of Boston welcomes Boston Public School students to many iconic sites on Boston's Trails to Freedom.

We look ahead with excitement as we build on these successes and continue to grow. This annual report covers our 2015 and 2016 fiscal years and reimagines how we share our successes in a more engaging way. By celebrating our milestones, event highlights, recent acquisitions, and everything in between, we express our gratitude to you for making it all possible.

Bravo Zulu!

Anne Grimes Rand
President

Paul E. George
Chairman, Board of Trustees

<table>
<thead>
<tr>
<th>FACTS &amp; FIGURES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>January 1, 2015 - December 31, 2016</strong></td>
</tr>
</tbody>
</table>

| 965,830 | $1,130,279 |
| Museum Visitors | Total Visitor Donations |
| 20,836 | 300 | 5,193 |
| Student Group Visitors | Chief Petty Officer Selectees | Gallery Programs Provided |

| 414 | 50 | 64 |
| Monthly Chantey & Maritime Sing Participants | States Represented by Visitors | Foundation and Government Grants Received |

| 7,452 | 41 | 39 |
| Visitors to Free Fun Fridays sponsored by Highland Street Foundation | Full and Part Time Staff | Hands-on Gallery Displays |

| 157 | $1,878,102 |
| Foundation and Corporate Supporters | Total Foundation and Corporate Donations |

| 91,200 | 76 | 6,000 |
| Copper Sheet Signatures | Private Events | Collection Items |
February School Vacation Week’s theme: Sailing into History

We became a partner of Passport to Kindergarten, a program created by the Boston Children’s Museum to help kids prepare for Kindergarten.

The first copper sheet is removed from the hull of USS Constitution.

We release a new USS Constitution-copper medallion.

We widen the Museum’s online goal by $90,000!

We join 15 Boston-area art, science, and history museums for the MuseumInstaSwap challenge on Instagram.

The tables are set for our annual Collections Open House.

We join the U.S. Navy in a Hail & Farewell for USS Constitution’s outgoing Commander Kearns and incoming Commander Giroso.

Highland Street Foundation’s Free Fun Friday program was our highest attendance since participating in 2010.

One of our models of USS Constitution a sheet of copper were brought to the White House for a display in the West Wing dining room.

We are chosen by the City of Boston to host a ReadBoston Storymobile program.

USO families join USS Constitution crewmembers at the Museum for Halloween festivities at Harvest Happenings.

We were chosen by Harvard Kent students to participate in their Hall of Fame for five years of consistently high reviews!

Guests examine rare artifacts at the annual Collections Open House.

The tables are set for our largest annual fundraiser, the Chairman’s Dinner & Awards Ceremony.

LTC William S. Bush Memorial Breakfast is the guest speaker at our LT William S. Bush Memorial Breakfast.

The USSCM mobile optimized website is launched.

Triumph & Honor is the guest speaker at our LT William S. Bush Memorial Breakfast.

USS Constitution sails begin interpreting within the Museum facilitating copper signing and gallery conversations.

We host a breakfast for ADM Scott Swift, commander of the U.S. Pacific Fleet, who spoke to guests about the fleet’s current operations and challenges.

Highland Street Foundation’s Free Fun Friday program was our highest attendance since participating in 2010.

We host a breakfast for ADM Scott Swift, commander of the U.S. Pacific Fleet, who spoke to guests about the fleet’s current operations and challenges.

We host the history and interpretation training for USS Constitution crewmembers and Suffolk University students.

We celebrate USS Constitution’s victory over HMS Guerriere with Highland Street Foundation’s Free Fun Friday.

One of our models of USS Constitution and a sheet of copper were brought to the White House for a display in the West Wing dining room.

The tables are set for our largest annual fundraiser, the Chairman’s Dinner & Awards Ceremony.

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We join 15 Boston-area art, science, and history museums for the MuseumInstaSwap challenge on Instagram.

The Design Challenge interactive exhibit opens.

We release a new USS Constitution-copper medallion.

We join 15 Boston-area art, science, and history museums for the MuseumInstaSwap challenge on Instagram.

USS Constitution enters dry dock on May 18th and our exhibit Making Old Iron-Dock on May 18th and our exhibit Making Old Iron-Dock on May 18th and our exhibit Making Old Iron-Dock on May 18th.

The first copper sheet is removed from the hull of USS Constitution.

The USSCM mobile optimized website is launched.

The 37th annual model ship display opens.

The 38th annual model ship display opens.

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## FINANCIALS

### FINANCIAL POSITION

**March 31, 2016 and March 31, 2015**

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$522,268</td>
<td>$491,668</td>
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<tr>
<td>Accounts receivable</td>
<td>16,960</td>
<td>10,187</td>
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<tr>
<td>Grants receivable</td>
<td>288,646</td>
<td>28,992</td>
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<tr>
<td>Unconditional promises to give</td>
<td>16,889</td>
<td>34,554</td>
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<tr>
<td>Inventory</td>
<td>77,391</td>
<td>125,890</td>
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<tr>
<td>Prepaid expenses</td>
<td>-</td>
<td>10,050</td>
</tr>
<tr>
<td>Due from unrestricted net assets</td>
<td>365,133</td>
<td>471,065</td>
</tr>
<tr>
<td>Trust residuary</td>
<td>263,000</td>
<td>256,000</td>
</tr>
<tr>
<td>Investments</td>
<td>6,825,267</td>
<td>6,913,746</td>
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<tr>
<td>Building improvements, exhibits, and equipment</td>
<td>670,918</td>
<td>707,134</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$9,046,472</strong></td>
<td><strong>$9,049,286</strong></td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$64,508</td>
<td>$64,017</td>
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<tr>
<td>Accrued expenses</td>
<td>243,036</td>
<td>222,732</td>
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<tr>
<td>Other liabilities</td>
<td>60,509</td>
<td>41,071</td>
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<tr>
<td>Due to restricted net assets</td>
<td>365,133</td>
<td>471,065</td>
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<tr>
<td>Annuity payable</td>
<td>48,874</td>
<td>65,853</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>781,970</strong></td>
<td><strong>864,738</strong></td>
</tr>
<tr>
<td>Net assets</td>
<td>8,264,502</td>
<td>8,184,548</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$9,046,472</strong></td>
<td><strong>$9,049,286</strong></td>
</tr>
</tbody>
</table>

### STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

*For the Years Ended March 31, 2016 and March 31, 2015*

#### OPERATING SUPPORT AND REVENUES:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$702,655</td>
<td>$1,670,250*</td>
</tr>
<tr>
<td>Special events/appeals</td>
<td>495,573</td>
<td>498,390</td>
</tr>
<tr>
<td>Grants</td>
<td>294,475</td>
<td>156,386</td>
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<tr>
<td>In-kind support</td>
<td>99,927</td>
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<tr>
<td>Membership dues</td>
<td>53,397</td>
<td>66,152</td>
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<tr>
<td>Admissions</td>
<td>572,876</td>
<td>434,985</td>
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<tr>
<td>Gift shop sales</td>
<td>1,266,698</td>
<td>1,056,110</td>
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<tr>
<td>Other</td>
<td>55,362</td>
<td>42,509</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING SUPPORT AND REVENUE</strong></td>
<td><strong>3,540,963</strong></td>
<td><strong>3,924,782</strong></td>
</tr>
</tbody>
</table>

#### OPERATING EXPENSES:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Curatorial</td>
<td>876,290</td>
<td>652,515</td>
</tr>
<tr>
<td>Education/interpretation services</td>
<td>1,215,827</td>
<td>1,162,330</td>
</tr>
<tr>
<td>Retail operations</td>
<td>939,638</td>
<td>857,608</td>
</tr>
<tr>
<td><strong>Total program expenses</strong></td>
<td><strong>3,031,755</strong></td>
<td><strong>2,672,453</strong></td>
</tr>
<tr>
<td>Support services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>308,879</td>
<td>304,827</td>
</tr>
<tr>
<td>Fundraising</td>
<td>186,646</td>
<td>177,963</td>
</tr>
<tr>
<td>Costs of direct benefits to donors</td>
<td>80,746</td>
<td>74,042</td>
</tr>
<tr>
<td><strong>Total support services</strong></td>
<td><strong>576,271</strong></td>
<td><strong>556,832</strong></td>
</tr>
<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td><strong>3,608,026</strong></td>
<td><strong>3,229,285</strong></td>
</tr>
</tbody>
</table>

#### CHANGE IN NET ASSETS FROM OPERATING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>(67,063)</td>
<td>695,497</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL OPERATING SUPPORT AND REVENUE</strong></td>
<td><strong>3,540,963</strong></td>
<td><strong>3,924,782</strong></td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES</strong></td>
<td><strong>3,608,026</strong></td>
<td><strong>3,229,285</strong></td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS FROM OPERATING ACTIVITIES</strong></td>
<td>(67,063)</td>
<td>695,497</td>
</tr>
</tbody>
</table>

#### NONOPERATING ACTIVITIES:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net investment return</td>
<td>140,017</td>
<td>350,381</td>
</tr>
<tr>
<td>Unrealized gain (loss) on trust residuary</td>
<td>7,000</td>
<td>(4,000)</td>
</tr>
<tr>
<td>Income from spending policy</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS FROM NONOPERATING ACTIVITIES</strong></td>
<td><strong>147,017</strong></td>
<td><strong>346,381</strong></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>79,954</td>
<td>1,041,878</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>8,184,548</td>
<td>7,142,670</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>8,264,502</td>
<td>8,184,548</td>
</tr>
</tbody>
</table>

*Includes bequest of $1,000,000
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Reid Ols
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Gary Foreman, Manager of Gallery Operations
Susan Reed, Group Reservation Coordinator
Jodie Smith, Manager of Academic Programs
Jennifer Zanoff, Manager of Interpretation & Visitor Services

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Sarah Fitzpatrick
Laura Melman
Libby Mestardino
Cat Morris

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Gary Foreman, Manager of Gallery Operations
Susan Reed, Group Reservation Coordinator
Jodie Smith, Manager of Academic Programs
Jennifer Zanoff, Manager of Interpretation & Visitor Services

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Allison Gamble, Development Coordinator
Benjamin Maher, Research and Communications Assistant
Sandra Publicover, Manager of Foundation Relations

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Jon Matters, Staff Accountant
Brian Miskell, Administrative Coordinator
Denise Nichols, Bookkeeper

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Jon Christensen, Creative Services Manager
Bill Frese, Exhibition Carpenter
Orlando Lopez, Exhibit & Maintenance Technician

EXHIBITS
Sarah Watkins, Vice President of Visitor Experience
Gary Foreman, Manager of Gallery Operations
Susan Reed, Group Reservation Coordinator
Jodie Smith, Manager of Academic Programs
Jennifer Zanoff, Manager of Interpretation & Visitor Services

Retail
Amanda Elliott, Merchandiser
George Major, Weekend Store Supervisor
Timothy O’Connor, Assistant Store Manager

STAFF

“We have been traveling from D.C. to Philly to Boston. This is by far the best, most engaging museum we have seen. Well done!”

“We’ve been to a lot of museums in my time but this one is phenomenal. It’s really great. Very interactive and accessible.”

“I’m a teacher and I can tell good work when I see it. The interactive exhibits are very well done.”
ACQUISITIONS

1. Photographic postcard of people boarding USS Constitution in the Charlestown Navy Yard in Boston, Massachusetts, c. early 20th century. [2322.1]

2. Fife made by William Callender of Boston, early 19th century. [2350.1]

3. Oil on canvas portrait of Commodore Edward Preble, 19th century. [2308.1]

4. Watercolor and gouache painting of USS Constitution outside Malta, by James Guy Evans, February 1838. [2315.1]


6. Writing desk belonging to Caroline S. (Lynch) Gwinn, wife of U.S. Navy Commander John Gwinn, captain of USS Constitution, c. 1835 [2309.2]

7. Detail: A handwritten love letter from John Rodgers to his future wife, Minerva Denison, January 2, 1804. [2300.1]

8. Oil on canvas portrait of Horace B. Sawyer, c. 1820. [2317.1]

9. Souvenir display made of materials taken from USS Constitution, 1927. [2346.1]

10. Framed miniature portrait of an unknown midshipman, mid-19th century. [2291.1]

11. British naval cutlass, 1804. [2357.1]

12. Watercolor & gouache painting of USS Constitution moored in the Bay of Port Mahon, 1837. [2304.1]
Each year, the Museum provides the funds necessary for day-to-day operations, educational programming and exhibit development through their charitable giving. We thank the following donors and members for their generous support.

MUSEUM DONORS AND MEMBERS

The following lists of donors include gifts made to the USS Constitution Museum from April 1, 2014 – December 31, 2016.

GENEROUS SUPPORTERS

The list of donors includes gifts made to the USS Constitution Museum from April 1, 2014 – December 31, 2016.

$500,000 - $1,000,000

Mr. and Mrs. West Saltonstall
Paul W. and Mary Beth Sandman

$250,000 - $499,999

Mr. and Mrs. Richard M. Kelleher
Mr. Thomas A. Kershaw
Mr. Dennis J. Lampland
William H. White

$100,000 - $249,999

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$5,000 - $9,999

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Mr. and Mrs. James B. Hawks
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Mr. and Mrs. Charles E. Healy
Mr. and Mrs. Raymond C. Toepel
Mr. and Mrs. Jack C. Fugate
Mr. and Mrs. Michael D. Heineman
Mr. and Mrs. William E. Henry
Mr. and Mrs. James J. Hines
Mr. and Mrs. Karl V. Hines
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Mr. and Mrs. William J. Horgan
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