



USS
Constitution
Museum

ANNUAL REPORT
2017



FACTS & FIGURES

January 1, 2017 - December 31, 2017

447,181

Museum Visitors

\$599,953

Total Visitor Donations

17,703

Student Group Visitors

127

Chief Petty Officer Selectees
Visit the Museum

3,927

Gallery Programs
Provided

243

Monthly *Chantey & Maritime*
Sing Participants

50

States Represented
by Visitors

25

Foundation and Government
Grants Received

2,121

Visitors to *Free Fun Fridays* Sponsored
by Highland Street Foundation

43

Full and
Part Time Staff

39

New Acquisitions

\$1,160,067

Total Foundation and Corporate Donations

69

Foundation and Corporate Supporters

Cover photo by Matt Teuten, Courtesy of the National Parks of Boston

Chairman & President's Message

Dear Friends,

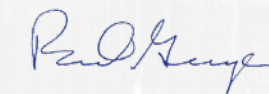
On September 21, 1897 *USS Constitution* returned to Boston after having served 15 years as a receiving ship in Portsmouth Naval Shipyard in Kittery, Maine. One month later, Boston celebrated and commemorated the 100th anniversary of "Old Ironsides" launch. With parades and festivities in a rainy Boston the public gathered at the Old South Meeting House to hear from prominent politicians. One speech came from then-Assistant Secretary of the Navy Theodore Roosevelt, a Harvard graduate:

"Massachusetts' share in our national heritage of glorious memories has ever been great; and it is fitting that the most famous ship in our navy — the ship which has seen a century of honorable peace and yet more honorable war — should be connected by peculiar ties with Massachusetts and yet should by her very name emphasize the fact that the golden renown of her glory belongs to the whole Union."

The message from the future U.S. President rings as true today as it did then. For 220 years *USS Constitution*, her officers and crew have served Our Country and they continue to do so in the Charlestown Navy Yard, Boston National Historical Park. Today, the USS Constitution Museum and "Old Ironsides" welcome all, from home and abroad, to celebrate and experience the honor, courage, and commitment of the U.S. Navy. Whether you live in the neighborhood or across the Country, the "golden renown of her glory" as America's Ship of State belongs to everyone.

In this annual report we look back on the excitement and successes of 2017, much of which were made possible through your support! Together we chronicled *USS Constitution's* dry docking and restoration, cheered as she floated again into Boston Harbor, celebrated aboard with her officers and crew during an underway cruise commemorating 220 years of service and sacrifice, and shared that enduring legacy with nearly 450,000 Museum visitors. We invite you to continue with us on this exciting journey as we sail together into 2018!

Bravo Zulu!



Paul E. George
Chairman, Board of Trustees



Anne Grimes Rand
President



Michael Blanchard

2017 IN REVIEW

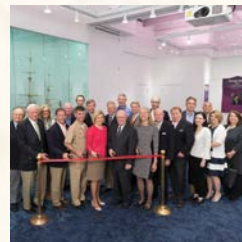
JANUARY 1, 2017



For the first time we offer *Littlest Sailors*, a month-long program dedicated to preschool-age children!



In anticipation of an event-filled summer we invite our friends from the hospitality industry to an open house to discover all of the Navy Yard offerings.



Our new and improved Education Center opens with a ribbon cutting.



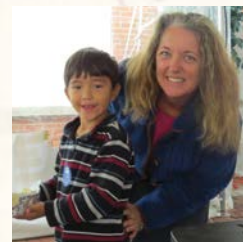
Guests interact with curators, view collection items, and vote for their favorite Privateer Rum cocktail at *Collections Open House*.



Over 50 tall ships from 14 countries race across the Atlantic to commemorate the 150th anniversary of the Canadian Confederation. Boston hosts a parade of sail as the regatta's only American port of call.



Kids & Constitution, the first exhibit in our new Education Center, shares the stories of the boys and girls that either served aboard "Old Ironsides" or rallied to her defense over the course of her 220 years of service.



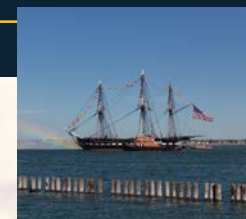
We host visitors from the Boston Children's Hospital for our *Deaf & Hard of Hearing Family Program*.



Our *Built to Win* program is a success with patrons of *Science Unanchored* – a Museum of Science event for their young professional organization.



Governor Baker addresses guests for the second year in a row during our *Chairman's Dinner & Awards Ceremony*. Award recipients include Raytheon CEO Dr. Thomas Kennedy and University of Minnesota professor of history Dr. Lisa Norling.



On October 20, USS *Constitution* went for a turnaround in Boston Harbor to commemorate the 220th anniversary of her launch.



Museum and library professionals gather in our new Education Center for a day of inspiration as they develop tactics through our *Engage Families* workshop.



The Charlestown Navy Yard partners bid farewell to the 74th commanding officer of USS *Constitution*, CDR Robert Gerosa, and welcome the 75th, CDR Nathaniel Shick.



We join the National Parks of Boston aboard USS *Cassin Young* at their annual wreath laying ceremony to honor all the lives lost during the attack on Pearl Harbor.



For the second year in a row we join 15 Boston-area museums for the #MuseumInstaSwap challenge to share new perspectives with our social media audience.

DECEMBER 31, 2017



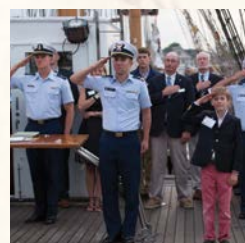
In *Shipshape & Copper Bottom*, visitors sign their name to *Constitution* copper sheets during February School Vacation Week.



Visitors write thank you notes to first responders during April School Vacation Week in commemoration of One Boston Day.



The Honorable Ryan Zinke, Secretary of the Interior, meets with Museum staff and guests during his visit to the Charlestown Navy Yard.



We host an exclusive reception aboard the U.S. Coast Guard Barque *Eagle* during the opening celebrations of Sail Boston.



The Charlestown Navy Yard Partners welcome members of the press to cover USS *Constitution* during her 2015-2017 restoration.



We present the 2017 Don Turner Award to the Naval History & Heritage Command Detachment Boston for their work to preserve USS *Constitution* during her 2015-2017 restoration.



Members of USS *Constitution*'s 1997 crew recall their experience in sailing "Old Ironsides" for the first time in 116 years.



"Old Ironsides" 220th birthday celebration continues with all of her friends from the Charlestown Navy Yard, Navy Band Northeast, Rolling Thunder, and more!



James Wright, American historian and President Emeritus of Dartmouth College, speaks at our annual LT William S. Bush Breakfast which honors the first U.S. Marine Corps officer to die during the War of 1812.



The Charlestown Navy Yard Partners participate in a ceremony aboard USS *Constitution* to commemorate the 205th anniversary of her victory over HMS *Java*.



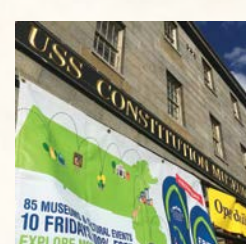
We engage with hospitality industry professionals at the Greater Boston Concierge Association's Trade Show.



Students participate in our first, joint educational program with USS *Constitution*.



On July 23 thousands gather to participate in a day of hands-on activities and to watch as USS *Constitution* floats again after undergoing a 26-month restoration in dry dock.



Visitors celebrate "Old Ironsides" victory over HMS *Guerriere* during Highland Street Foundation's *Free Fun Fridays*.



Actor Joseph Gallo interprets the history of the Seabees through a theatrical performance in honor of their 75th anniversary.

30 YEARS OF SERVICE

A DISCUSSION WITH THE MUSEUM PRESIDENT

In 1987 Anne Grimes Rand began her career with the USS Constitution Museum as a researcher. For the next three decades she would lead the Museum to the forefront of innovation and hands-on learning.

What inspires and drives your dedication to the USS Constitution Museum?

I am inspired by the towering rig and sleek hull of USS *Constitution*. She is a marvel of 18th century technology, still accessible today. She shows how ordinary people working together can accomplish extraordinary things. She is made by hand, and made in America – before power tools or computers. At the Museum we share these stories and invite today's students to think what they might accomplish working as part of a team. We make memories. Seeing families laughing and learning together in our galleries drives my dedication to the USS Constitution Museum.



Rand leads a school program with *Constitution* sailors as part of the “Old Ironsides” Across the Nation initiative in 1998.

Greatest learning lesson during your 30-year tenure?

History includes human struggle and emotions – passion, ingenuity, creativity, and resourcefulness. History is not boring! If people think it is boring, we have done our jobs poorly. We are storytellers and we must make the story compelling. I am a firm believer in participatory education. Our programs offer hands-on

opportunities to consider the past from a new vantage point. Our willingness to prototype, test, and refine our offerings has made us a national leader in the field of history museums. And it makes our exhibits more fun for our guests!

Most memorable moment?

Standing on the deck of USS *Constitution*, seeing the sails fill with breeze, and feeling the deck lift beneath my feet! Being on board “Old Ironsides” when she set sail for the first time in 116 years was thrilling. After more than a century tied to the pier, it was wonderful to feel the Ship come to life again. The Ship is a living symbol of our nation, but the Ship does not sail alone. It is the crew that brings the Ship to life. And at the USS Constitution Museum we have the privilege of sharing the personal stories of the crew who serve our nation.

Advice to current or aspiring museum professionals?

Get involved by volunteering, through an internship or working at a site that interests you. Gain experience and get a taste for what you like to do. I enjoy sharing the stories of “Old Ironsides.” I never expected to run a museum, but I believe in our mission so I come to work excited each day!

It's 2026. Where do you see the Museum as it celebrates 50 years?

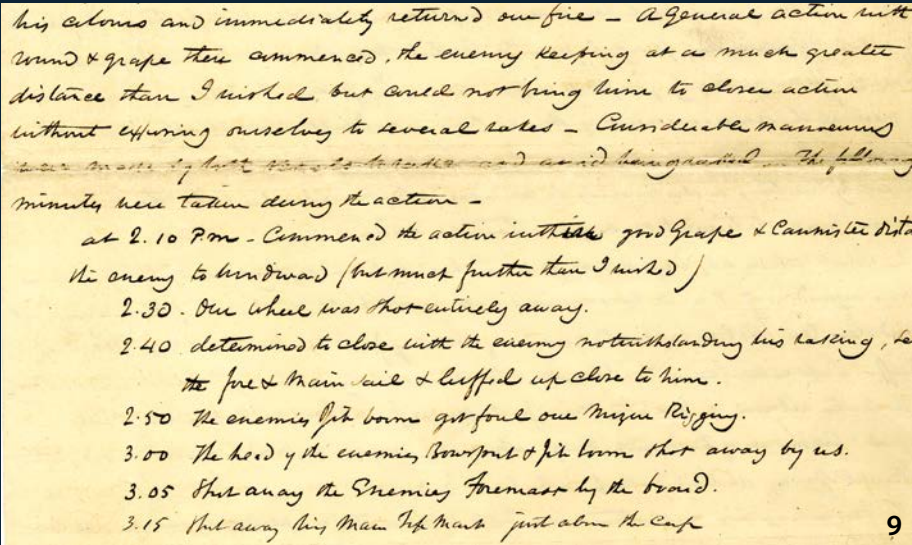
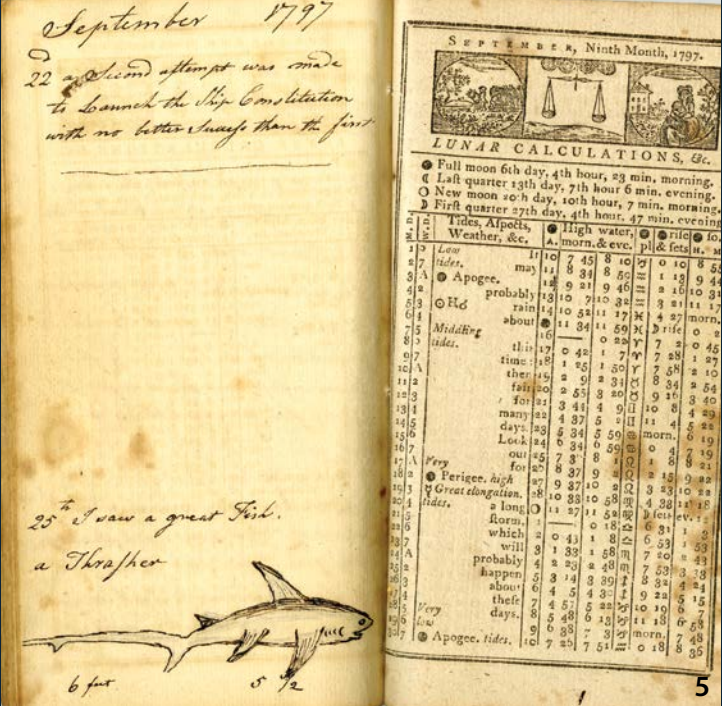
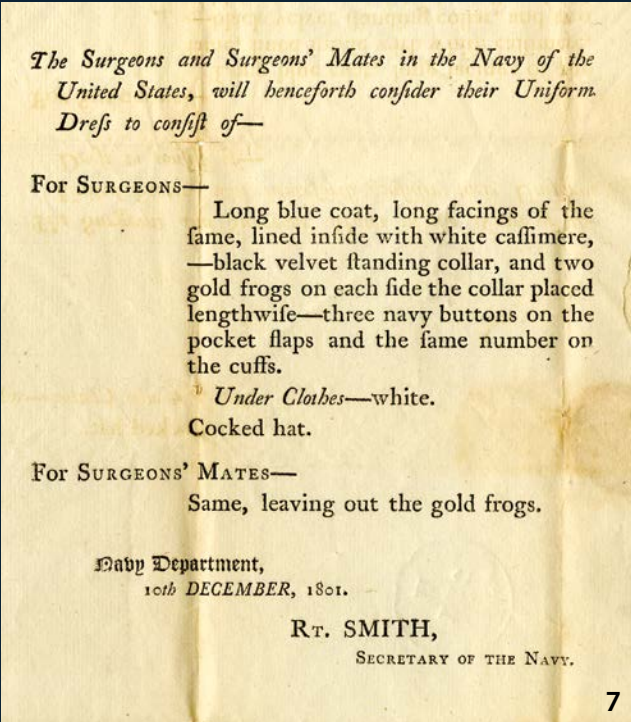
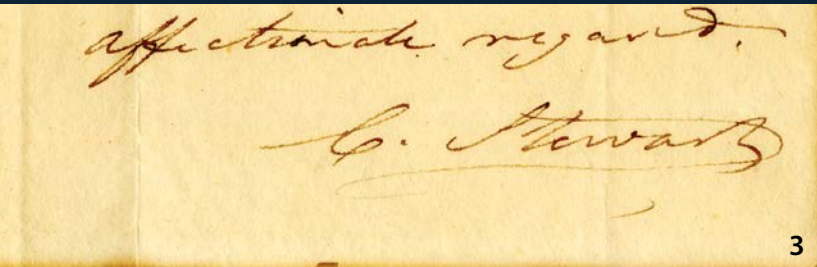
We will engage all ages in the story of “Old Ironsides” to spark excitement about maritime culture, naval service and the American experience. We will reach beyond our walls to make the Charlestown Navy Yard a vibrant visitor experience, facilitated by Navy Sailors, Park Rangers and Museum Staff. The Navy Yard will offer memorable hands-on experiences – it will be a must-see destination in Boston!



“Seeing families laughing and learning together in our galleries drives my dedication to the USS Constitution Museum.”



ACQUISITIONS



1. Daguerreotype of a portrait of Susan Bainbridge, c. mid-19th century.
The Commodores Fund Purchase
2. Certificate presenting the Congressional Gold Medal to William Bainbridge for his victory over HMS Java, February 10, 1820.
Gift of William Bainbridge Frothingham Family
3. Letter from Charles Stewart to William Tudor, Jr. Esq., May 22, 1815.
Gift of Ambassador William J. Middendorf II
4. Pencil and watercolor painting of USS Constitution as receiving ship in Portsmouth Naval Shipyard, June 4, 1897.
The Commodores Fund Purchase
5. Almanack with anonymous handwritten notations describing USS Constitution's three launch attempts, 1797.
The Commodores Fund Purchase
6. Uniform belonging to LCDR Tim Anderson, former Executive Officer of USS Constitution, 2017.
Gift of LCDR Tim Anderson, USN
7. Uniform Dress Regulations for U.S. Navy Surgeons and Surgeon's Mates addressed to Dr. Pierre St. Medard, December 10, 1801.
The Commodores Fund Purchase
8. Collapsible cocked hat belonging to surgeon William Swift, c. 1820-1830.
Gift of Dr. Edward Stephenson
9. William Bainbridge's account of the engagement with HMS Java, 1812.
The Commodores Fund Purchase

THE NEW EDUCATION CENTER

After a year of planning and six months of renovation, our new Education Center opened in May 2017 with a ribbon cutting attended by Museum staff, board members, and Charlestown Navy Yard Partners. The new, state-of-the-art space represents our belief in innovation and dedication to educational programs.

“What’s so cool about this space is the number of functions it allows the museum to accomplish simultaneously,” said Jennifer Zanolli, Manager of Interpretation & Visitor Services. “When the soundproof divider is up, we can have our introductory film playing at the same time we’re hosting a school program.”

The previous space allowed industrial sounds in from the outside reflected by the wooden panels, creating poor sound quality for presentations. The new space includes acoustical materials in the floor, ceiling, and walls and a new audio system provides even sound throughout the space. Exhibit space was added as an opportunity for us to share our extensive collection with the community.

“Many of our collection items are not displayed on our gallery floors, so we included built-in cases to provide flexibility for temporary exhibits,” said Robert Kiihne, Director of Exhibits and renovation project manager. “The Ed Center, with divider down, transforms into an elegant event space with integrated exhibits and fully-controllable lighting.”

Customized LED lighting elevates the aesthetic of the space depending on its use. The lighting can be controlled for two separate rooms or as a whole with colors easily changeable depending on programming or themed events. The Education Center expands our ability to host private events and corporate functions and gives us the opportunity to engage a broader audience; whether a summer camp program, lecture, or business meeting, the space allows us to further fulfill our mission to engage all with the legacy of *USS Constitution*.



Michael Blanchard



KIDS & CONSTITUTION

A DISCUSSION WITH THE CURATOR, SARAH WATKINS

What inspired an exhibit dedicated to children?

Kids & Constitution is the first exhibit mounted in the Museum’s new Education Center. We wanted the inaugural exhibit to showcase how important children have been, and will always be, to *USS Constitution*. When students engage in our hands-on programs in the Education Center they are learning about “Old Ironsides” and why she is important. If *Constitution* ever needs help, these students will be there for her, just like the kids were who are profiled in the exhibition.

How did you choose which stories to tell?

We selected children from different time periods, genders, birth places, and backgrounds including David Debias, an eight-year-old African American boy born free in Boston who joined the ship’s crew during the War of 1812; George Sirian, a nine-year-old orphan from Greece, who served on the ship in the 1820s; Julia Kochevar, a 13-year-old girl of Yugoslavian descent from Colorado who wrote the top prize-winning essay about how important the ship was in 1925; and 8-year-old Meredith Beck who contributed to the 1990s pennies campaign that paid for *Constitution*’s sails when she sailed for the first time in 116 years in 1997. Including girls was especially important to me so that girls visiting today can see how other girls have had an important role in *Constitution*’s history.

Did you discover anything new?

One of the most exciting things for me was learning more about Julia Kochevar. Her 1925 essay on “Why Will the Preservation of the U.S.S. Constitution Promote Patriotism?” was selected as the national winner from 75,000 essays submitted. At 13 years old her descriptive, compelling and passionate writing blows me away. I have always been curious about Julia. In doing the research for this exhibit we found a photograph of her, learned that she was on her high school’s year book club, and that she dreamed of being a writer when she grew up. What I haven’t yet found is what she did later in her life. I am hoping that her dream of being a professional writer came true.

Are there other kids that weren’t included?

Oh my goodness, so many! Over *Constitution*’s 220-year history hundreds of children and teens have served on board *Constitution* as midshipmen, apprentices, and boys. There was even a baby born onboard in the 1820s who was given the name *Constitution*.

What’s next?

An exciting schedule is planned for the next five years including exhibitions on navigation, piracy, and women in the navy. This summer (2018) the Museum is working with local artists to mount an art show in the Education Center and two art installations in the Navy Yard.

MESSAGE FROM THE 75TH COMMANDING OFFICER



DEPARTMENT OF THE NAVY
USS CONSTITUTION
CHARLESTOWN, MA 02129-1797



23 March, 2018

Dear Friends and Supporters,

It is my pleasure and honor to serve the Navy as USS CONSTITUTION's 75th Commanding Officer. Over the past several months, I have had the pleasure of meeting many of you, and look forward to building upon the hard work and overwhelming support you've given to USS Constitution Museum, the ship and her Sailors. The command is blessed to partner with extraordinary leaders at Naval History and Heritage Command, National Parks of Boston, and the USS Constitution Museum. By working together, CONSTITUTION and Charlestown Navy Yard enjoyed much success in 2017. Coordinating to support campus events such as Boston Harbor Fest, national and CONSTITUTION oriented commemorations, and the highly publicized undocking of our fine ship, our efforts ensured continued public engagement and support in our efforts here at the Yard.

Through interactive exhibition of period collections, artifacts and dynamic educational displays, USS Constitution Museum and her staff of dedicated professionals have played a pivotal role in perpetuating CONSTITUTION's legacy over the past 40 years. Through the ages, the mission of "Old Ironsides" continually evolved to meet the needs of the service and her country. Today she proudly serves as an iconic symbol of the Navy's past and present. As America's Ship of State, she welcomes all to venture down to Charlestown Navy Yard, seek out her stories, and learn of the souls who made safe the ocean's global commons and wrote the early chapters of America's naval history.

As we usher in another summer season, I look forward to strengthening our partnerships, which were founded on our love of CONSTITUTION and forged by the inspirational commitment and enthusiasm of her Sailors, your Staff, and your sustained contributions to her mission. On behalf of the Officers and Crew of USS CONSTITUTION, I give thanks to all who support the USS Constitution Museum and look forward to working with you in the year ahead.

Huzzah,

Nathaniel R. Shick
75th in Command
USS CONSTITUTION



Michael Blanchard



Michael Blanchard



Michael Blanchard



Michael Blanchard

RESTORATION 2017

THE WORK OF USS *CONSTITUTION*'S RESTORERS & RIGGERS

Margherita M. Desy, Historian | Naval History & Heritage Command Detachment Boston



STERN EAGLE

USS *Constitution*'s stern eagle carries the inscription: "CARVED AT THE NAVY YARD/ BOSTON MASS/MAY – 1907", a revelation to all, as it was thought to date from the 1927 restoration. The 110-year-old eagle is now the oldest carving on the ship.



QUARTER GALLERIES

The rebuilding of the Ship's quarter galleries included the sills, roofs, and portions of the fashion pieces and windows. New copper exterior roofs replaced the lead roofs installed in the 1992 restoration.



Greg M. Cooper Photography

GUNS & GUN CARRIAGES

"Old Ironsides'" 1927-restoration guns received re-built or new carriages for the 2015-2017 restoration. The retro-fitted saluting guns, which are fired for morning and evening colors and 21-gun salutes, were the first to be installed on the ship after the July re-float.



The 2017 Don Turner Award for Preservation is given to the Naval History & Heritage Command Detachment Boston.

HAWSE PIPES

The cast iron hawse pipes on the Ship's bows were removed for the new hull planking. The re-installation of the pipes involved aligning and adjusting the pipes, the exterior and interior flanges, and manufacturing new pipe bolts.



MASTS & RIGGING

"Old Ironsides'" rigging is synthetic fibre which is lighter and stronger than traditional hemp. New Kevlar® bobstays were made for the ship's bowsprit, replacing the heavy wire rigging from the 1992 restoration.



TRAILBOARDS

Constitution's 1930 cutwater decoration, the bow trailboards, were completely replaced after 85 years of service. The new trailboards were carved from mahogany and mounted on Douglas fir backing boards.





Photo by Matt Teuten, Courtesy of the National Parks of Boston

This fish-eye lens view from the third floor of the USS Constitution Museum shows visitors and *Constitution* just before the caisson was removed from the entrance to the dry dock.

USS CONSTITUTION AFLOAT AGAIN!

Margherita M. Desy & David Wedemeyer

USS *Constitution*'s first 21st century dry docking came to an end the night of July 23, 2017, when the ship successfully floated out of the Charlestown Navy Yard's Dry Dock 1. Under a partially cloudy sky and then the glow of an orange-tinged sunset, the flooding of Dry Dock 1 began at 4:05 p.m.

The 2015-2017 dry docking was *Constitution*'s eighth time in Dry Dock 1 since the ship's 1927 restoration. A new steel caisson ("floating gate"), only the third on the dock since it opened in 1833, was purpose-built for this restoration.

With undocking preparations underway, the Charlestown Navy Yard Partners (USS *Constitution*,

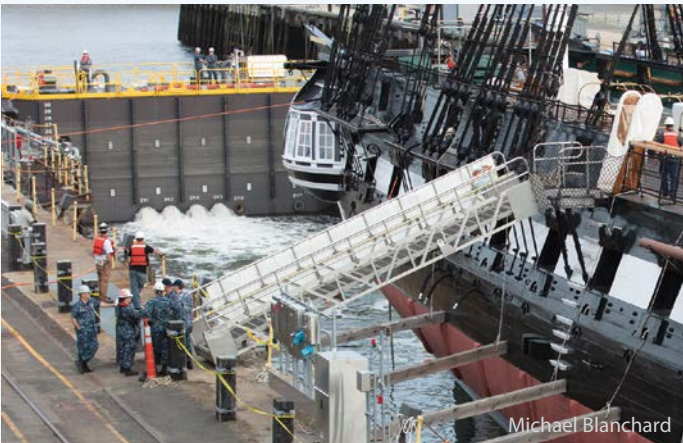
the Naval History & Heritage Command Detachment Boston, the National Parks of Boston, and the USS Constitution Museum) hosted over 1,300 guests for a day of family fun with hands-on activities such as block and tackle, knot tying, temporary sailor tattoos, thank you letters to the Detachment Boston, and live music.

The Museum welcomed 5,675 visitors through its doors with gallery talks and a reception and 3,950 guests toured USS *Cassin Young*. Approximately 500 people watched "Old Ironsides" cross the sill of Dry Dock 1 into Boston Harbor at 11:15 p.m.



Photo by Matt Teuten, Courtesy of the National Parks of Boston

Museum Staff and Park Rangers welcome guests to the Navy Yard with hands-on activities, temporary tattoos, and family fun.



Michael Blanchard

Four of the caisson valves pour thousands of gallons of water from Boston Harbor into Dry Dock 1.

MILESTONES OF THE UNDOCKING

- 7:30 p.m.** The height of the water in the dry dock is equal to the water in Boston Harbor
- 9:00 p.m.** With all personnel and guests aboard, *Constitution*'s gangway is removed from the ship
- 9:30 p.m.** To facilitate the removal of Dry Dock 1's caisson its water ballast is pumped out
- 9:50 p.m.** *Constitution* lifts off her keel blocks – "Old Ironsides" is afloat again!
- 10:45 p.m.** The de-ballasted caisson floats and is removed from the dry dock's threshold
- 11:00 p.m.** The NHHC Detachment Boston's beaver boat slowly tugs *Constitution* out of dry dock
- 11:15 p.m.** *Constitution* crosses the sill of Dry Dock 1



Michael Blanchard

Guests watch late into the night as "Old Ironsides" floats for the first time in 26 months.



NHCC Detachment Boston

USS *Constitution*'s bow crosses into Boston Harbor.

CONGRATULATIONS TO THE NAVAL HISTORY & HERITAGE COMMAND DETACHMENT BOSTON, THE OFFICERS AND CREW OF USS CONSTITUTION, AND THE PORTSMOUTH NAVAL SHIPYARD FOR SUCCESSFULLY UNDOCKING AMERICA'S SHIP OF STATE!

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FINANCIALS

FINANCIAL POSITION

March 31, 2017 and March 31, 2016

ASSETS	2017	2016
Cash and cash equivalents	\$848,850	\$522,268
Accounts receivable	4,874	16,960
Grants receivable	180,337	288,646
Unconditional promises to give	95,906	16,889
Inventory	122,974	77,391
Prepaid expenses	5,849	-
Due from unrestricted net assets	317,550	365,133
Trust residuary	279,000	263,000
Investments	7,169,170	6,825,267
Building improvements, exhibits, and equipment	1,035,823	670,918
TOTAL ASSETS	\$10,060,333	\$9,046,472

LIABILITIES AND NET ASSETS	2017	2016
Liabilities		
Accounts payable	\$67,489	\$64,508
Accrued expenses	240,112	243,036
Other liabilities	11,781	60,509
Due to restricted net assets	317,550	365,133
Annuity payable	132,248	48,784
Total liabilities	769,180	781,970
Net assets	9,291,153	8,264,502
TOTAL LIABILITIES AND NET ASSETS	\$10,060,333	\$9,046,472

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Years Ended March 31, 2017 and March 31, 2016

OPERATING SUPPORT AND REVENUES:	2017	2016
Contributions	\$998,410	\$702,655
Special events/appeals	617,432	495,573
Grants	437,692	294,475
In-kind support	68,806	99,927
Membership dues	54,405	53,397
Admissions	669,286	572,876
Gift shop sales	1,447,167	1,266,698
Other	28,745	55,362
Net assets released from restrictions	-	-

TOTAL OPERATING SUPPORT AND REVENUE	4,321,943	3,540,963
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OPERATING EXPENSES:	2017	2016
Program expenses		
Curatorial	912,450	876,290
Education/interpretation services	1,259,985	1,215,827
Retail operations	1,134,042	939,638
Marketing	33,178	-
Total program expenses	3,339,655	3,031,755

Support services		
Administration	316,310	308,879
Fundraising	157,963	186,646
Costs of direct benefits to donors	116,400	80,746
Total support services	590,673	576,271

TOTAL OPERATING EXPENSES	3,930,328	3,608,026
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CHANGE IN NET ASSETS FROM OPERATING ACTIVITIES	391,615	(67,063)
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NONOPERATING ACTIVITIES:	2017	2016
Net investment return	719,569	140,017
Annuity liability revaluation adjustment	(100,533)	-
Unrealized gain (loss) on trust residuary	16,000	7,000
Income from spending policy	-	-
CHANGE IN NET ASSETS FROM NONOPERATING ACTIVITIES	635,036	147,017

Change in net assets	1,026,651	79,954
Net assets, beginning of year	8,264,502	8,184,548
Net assets, end of year	\$9,291,153	\$8,264,502

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and it was one of the
reasons I became a sailor.
Now that I have a family
I had to bring them.”*

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