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

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**FACTS & FIGURES**

*January 1, 2017 - December 31, 2017*

<table>
<thead>
<tr>
<th>Category</th>
<th>Figures</th>
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</table>

*Cover photo by Matt Teuten, Courtesy of the National Parks of Boston*
## 2017 IN REVIEW

**January 1, 2017**

### School Vacation Week.

Per sheets during February cop-

name to 

Constitution

Bottom,

visitors sign their 

Shipshape & Copper

In

preschool-age children!

For the first time we offer

Navy Yard offerings.

House to discover all of the 

our friends from the hospi-

filled summer we invite 

In anticipation of an event-

Trade Show.

Concierge Association's 

at the Greater Boston 

ity industry professionals 

We engage with hospital-

We host an exclusive 

and to watch as USS 

floats again after 

her 2015-2017 restoration.

On October 20, USS 

Constitution went for a 

turnaround in Boston 

Harbor to commemorate 

the 220th anniversary of 

her launch.

Governor Baker addresses 

guests for the second year 

in a row during our Chair-

mont's Dinner & Awards 

Ceremony. Award recipi-

ents include Raytheon CEO 

Dr. Thomas Kennedy and 

University of Minnesota 

professor of History Dr. Lisa 

Norling.

We host visitors from the 

Boston Children’s Hospital 

for our Deaf & Hard of Hear-

ings Family Program.

Visitors celebrate “Old Iron-

sides” victory over HMS 

Guernsey during Highland 

Street Foundation’s Free 

Fun Fridays.

Actor Joseph Gallo inter-

prets the history of the 

Seabees through a theatri-

cal performance in honor 

of their 75th anniversary.

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 of USS 

Constitution, 

welcome the 75th, CDR 

Robert Gerosa, and 

CDR Robert Gerosa, and 

members of USS 

Constitution’s 1997 crew recall their 

experience in sailing “Old 

Ironsides” for the first time 

in 116 years.

The Honorable Ryan Zinke, 

Secretary of the Interior, 

meets with Museum staff 

and guests during his visit 

to the Charlestown Navy 

Yard.

The Charlestown Navy 

Yard Partners welcome 

visitors from the 

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Visitors write thank you 

notes to first responders 

for their work to preserve 

USS Constitution for 

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...
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.

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!

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

“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


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


9. William Bainbridge's account of the engagement with HMS Java, 1812. The Commodores Fund Purchase
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 who are profiled in the exhibition.

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.

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.

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
US M.C. CONSTITUTION
CHARLESTOWN, MA 02129-1787

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 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
THE WORK OF USS CONSTITUTION’S RESTORERS & RIGGERS
Margherita M. Desy, Historian | Naval History & Heritage Command Detachment Boston

RESTORATION 2017

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.

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.

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.

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

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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“We’ve been to plenty of interactive museums before, but this is the top! I can’t get my kids to leave!”

“You have made a world-class museum here. We came 17 years ago and it was just charts and ship models. Now it’s so interactive!”

“This is one museum that will keep parents, as well as their children, completely engaged in history.”
## Financials

### Financial Position

**March 31, 2017 and March 31, 2016**

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

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$67,489</td>
<td>$64,508</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>240,112</td>
<td>243,036</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>11,781</td>
<td>60,509</td>
</tr>
<tr>
<td>Due to restricted net assets</td>
<td>317,550</td>
<td>365,133</td>
</tr>
<tr>
<td>Annuity payable</td>
<td>132,248</td>
<td>48,784</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>769,180</strong></td>
<td><strong>781,970</strong></td>
</tr>
<tr>
<td>Net assets</td>
<td>9,291,153</td>
<td>8,264,502</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$10,060,333</strong></td>
<td><strong>$9,046,472</strong></td>
</tr>
</tbody>
</table>

### Operating Support and Revenues

<table>
<thead>
<tr>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$998,410</td>
</tr>
<tr>
<td>Special events/appeals</td>
<td>617,432</td>
</tr>
<tr>
<td>Grants</td>
<td>437,692</td>
</tr>
<tr>
<td>In-kind support</td>
<td>68,806</td>
</tr>
<tr>
<td>Membership dues</td>
<td>54,405</td>
</tr>
<tr>
<td>Admissions</td>
<td>669,286</td>
</tr>
<tr>
<td>Gift shop sales</td>
<td>1,447,167</td>
</tr>
<tr>
<td>Other</td>
<td>28,745</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Operating Support and Revenue</strong></td>
<td><strong>4,321,943</strong></td>
</tr>
</tbody>
</table>

### 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 |

### Change in Net Assets from Operating Activities

<table>
<thead>
<tr>
<th>2017</th>
<th>2016</th>
</tr>
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<tr>
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<td><strong>Total Operating Support and Revenue</strong></td>
<td><strong>4,321,943</strong></td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td><strong>3,930,328</strong></td>
</tr>
<tr>
<td><strong>Change in Net Assets from Operating Activities</strong></td>
<td><strong>391,615</strong></td>
</tr>
</tbody>
</table>

### 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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