Dear Investor,

We are pleased to present to you our Annual Report, in which we acknowledge your investment of time and money in our mission. Like a corporate Annual Report, we use these pages each year to review our operations and financial condition. A copy of our full audit and IRS Form 990 are available upon request.

Plans are underway for a new museum building and other site enhancements at Historic Tredegar. The new building offers expanded gallery spaces, an experience theatre, and greatly improved storage and preservation areas for the Museum’s renowned collections of Civil War artifacts. Construction is scheduled to begin in early 2017 with a soft opening date in the summer of 2018. Other planned enhancements include continued renovations at the White House of the Confederacy.

Paid visitation across our system of the Historic Tredegar site, the White House of the Confederacy site, and Appomattox was 88,153 or a decline of 9.5%, reflecting the end of the Civil War’s Sesquicentennial in May 2015.

The “Statement of Activities” shows our income for the fiscal year. Our unrestricted revenues totaled $4,696,084 including $999,402 from museum admissions and gift shop sales, $1,182,840 in donated facilities and services, $770,089 in unrestricted contributions, grants and memberships, and $1,209,462 in net assets released from restrictions (due to fulfillment of donor’s intentions). Our operating deficit was covered by campaign contributions specifically designated for that purpose. Most important, forecasts indicate that we will operate at a break-even level by FY 2019 once the new museum building opens.

In the accompanying pie charts, we have broken down the components of operating revenues and expenses. Unrestricted donations and memberships are a large source of revenues at 16% of the total. Net assets released from restrictions (due to fulfillment of donor’s intentions) accounted for 26% of revenues in FY 2016, while donated facilities, materials and services make up 25% of total revenues. In total, donors accounted for 67% of our total operating revenues for FY2016. The Museum and Education Services category consists primarily of museum admission fees and retail sales, and make up 22% of total revenues, while site rentals, lease payments from the National Park Service, and other revenues account for 11% of total revenues.

We break out our operating expenses by category (e.g. personnel, supplies, etc.) rather than by function (e.g. collections, education, marketing, etc.). Staff costs are the largest expense line item in museums generally and account for 42% of our total. Occupancy expenses (utilities, buildings & grounds, and depreciation) for our three museums make up a large portion of our overhead at 46% of the total.

We are excited by the prospects of a firmer financial footing and we are committed to our mission of becoming the “preeminent center for the exploration of the American Civil War and its legacies, from multiple perspectives: Union and Confederate, enslaved and free African Americans, soldiers and civilians.” We are honored to serve you.

Christy S. Coleman
CEO, The American Civil War Museum
## Financial Statements

**THE AMERICAN CIVIL WAR MUSEUM**

Selected information from financial statements for fiscal year ended June 30, 2016

### STATEMENT OF ACTIVITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues</td>
<td>$4,480,432</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$5,987,658</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>$193,971</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td><strong>($1,701,197)</strong></td>
</tr>
</tbody>
</table>

### STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$3,335,319</td>
</tr>
<tr>
<td>Accounts/Pledge Receivables</td>
<td>$8,163,686</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>$321,447</td>
</tr>
<tr>
<td>Property &amp; Equipment, net</td>
<td>$11,710,055</td>
</tr>
<tr>
<td>Investments</td>
<td>$3,054,909</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$26,585,416</strong></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$337,447</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$337,447</strong></td>
</tr>
<tr>
<td>Net Assets</td>
<td><strong>$26,247,969</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td><strong>$26,585,416</strong></td>
</tr>
</tbody>
</table>

Audited financial statements, including notes to the financial statements, are available upon request.

### NORMAL OPERATING REVENUES

- Unrestricted Donations – 16%
- Restricted Donations – 26%
- Museum and Education – 22%
- In-Kind Contribution – 25%
- Sites Rentals and Events – 11%

### NORMAL OPERATING EXPENSES

- Personnel and Staff Development – 42%
- Occupancy Expense – 46%
- Cultivation and Stewardship – 5%
- Insurance, professional fees, office expense, supplies and other – 7%
## Roll of Honour

The American Civil War Museum’s Roll of Honour pays tribute to the extraordinary generosity of its donors who contributed at least $1,000 to membership, annual fund, and our capital campaigns during the July 1, 2014 – June 30, 2015 fiscal year. A bequest was received in the last year from donors marked with a tilde (~). Gifts in kind are indicated with a Q.

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The American Civil War Museum acknowledges the generosity of the following individuals, corporations, organizations, and foundations that supported the museum with a minimum gift of $30 to membership, annual fund, or other special fundraising projects during the July 1, 2015 – June 30, 2016 fiscal year.

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Debra McClane unveiled the conserved flag of the Botetourt Dragoons at the Museum of the Confederacy – Appomattox, as ACWM Foundation President Waite Rawls and Curator Cathy Wright look on. A member of the Fincastle Chapter #797, UDC, McClane led the movement to conserve the flag – a fundraising effort to which many members of the Fincastle Chapter and the Fincastle Rifles Camp #1326, SCV, contributed. See Donors to Special Projects list on pages 24-25.
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Courtenay Schwartz
Brantley Scott
Carter Southworth
John Stillwell
Adam Zimmerli

TEACHER ADVISORY COUNCIL

The American Civil War Museum’s Teacher Advisory Council is a committee of current and past educators. Council members advise Museum staff on the needs and interests of current educators who teach the Civil War and its legacies, providing feedback on specific programs and briefings on larger trends in education.

Here are the participating members from our 2015-2016 service year:

Jim Alberston (retired)
Clover Hill High School, Chesterfield County

Tomacine Crouch
Blue Ridge Juvenile Detention Center, Charlottesville City

Diane Hyra
Bellwood Elementary School, Chesterfield County

David Riddick
The Miller School of Albermarle, Charlottesville

James Erik Sassak
Farmell Station Middle School, Loudoun County

Joseph Servis
Appomattox County High School, Appomattox County

Janet Stephens
Richmond Public Schools Central Office, Richmond City

Niesa Wilhelm
Alberta Smith Elementary School, Chesterfield County

ACWM CEO Christy Coleman hosted a visit to Historic Tredegar by Italian Consular General Andrea Canepari.
Donations to the Collections

ACCESSIONS FROM JULY 1, 2015 THROUGH JUNE 30, 2016

Anonymous

Anonymous

Anonymous
Klu Klux Klan robe, hat/headpiece, and storage pouch owned/used by Dr. Jackson Bernard Anderson of Rappahannock County, Virginia.

Anonymous

Mr. William Brannan
$100 Confederate States of America bond.

Mr. Davis H. Carr
Two vases used in the White House of the Confederacy by the Davis family.

Mr. Jack Cronly
Set of 10 documents including receipts, pay receipts, special requisitions, rosters, and letters.

Mr. Eric J. Crown

Dr. Jonathan Good

Mr. Harry G. Hager M.D., and Sons
Set of 27 long arms.

Mrs. Pauline A. Hagy
Letter written by J. J. Culbertson to Parson Lyda, dated November 6th, 1861.

Mrs. Ellen Jamerson
Set of eight straight backed wooden chairs for use by the Education Department.

Ms. Liz King
Fire tongs and cast iron oval griddle for use by the Education Department.

Mr. Joshua R. LeHuray

Mrs. Linda Lipscomb
Wooden bread bowl, wooden masher, and wooden spoon for use by the Education Department.

Mr. S. Waite Rawls III
Books, *Personal Recollections of Stonewall Jackson, Also Sketches and Stories* by John G. Gittings, 1899; *Four Years in Rebel Capitals: An Inside View of Life in the Southern Confederacy, from Birth to Death* by T.C. DeLeon, 1890.

Mr. Howard Park
Set of four Civil War Centennial Appomattox postage stamps.

Mr. Robert Purcell
Set of 24 documents including muster rolls of 49th Virginia Infantry, Co. A, and letters by James Purcell.

Mr. David R. Robinson
Diaries of John Summerfield Petty, 120th Ohio Volunteer Infantry.

Mr. Frederick A. Stevens, Jr.
Bust of Jefferson Davis “Carved from memory by a Mexican soldier captured by Co. Davis, Buena Vista”

Mr. Joseph M. Thatcher
Set of 91 letters, documents and printed materials comprising the Thomas E. Courtenay Collections.

Mr. Thomas Upshur
Cast iron pot with feet and handle for use by the Education Department.

Mr. Trevor P. Wardlaw