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*List as of April 30, 2014.*

## A MESSAGE FROM **STEPHEN C. WHITE** PRESIDENT

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### **Dear Friends:**

I enjoy this annual opportunity to reflect upon the past fiscal year, ending April 30, 2014. As so much typically happens in a fiscal year and in the summer that follows, it's more of a summary of what has transpired for the past sixteen months. They have been extraordinary ones for us all, and our success would not have been possible without the dedication and focus of literally hundreds of staff and volunteers who have fulfilled the goals and objectives of each department while attending to the significant institutional goals which included this year the preparation for and implementation of the 38th Voyage of the *Charles W. Morgan*. Our members and visitors universally speak highly of the Museum, but when they take the time to write or to speak about their experiences, they comment directly about the staff. It's the personal interaction that clearly makes the difference and sets us apart from other history museums.

The 2013-14 Fiscal Year (FY '14) in many respects showcased Mystic Seaport at its very best. We were obviously occupied with preparations for the *Morgan's* 38th Voyage; however, we were also intent on ensuring that our visitors during the spring and summer, while the *Morgan* was away, had experiences that were every bit as inspiring as if she were here at the Museum. Consequently, our preparations throughout the winter and spring months focused on ensuring that two museums, the one in Mystic and the one "on the road" with the *Morgan*, exemplified the core values and the mission of the institution. I'm happy to say we did not disappoint, as experiences on the grounds and during the voyage were engaging and compelling.

While the dashboard indicators were all favorable for FY '14, the one that your combined efforts made possible was the extraordinary success of the Annual Fund. We set an ambitious goal of \$1.4 million for FY '14, and with your help we surpassed it with an increase of over 35% when compared to FY '13, and in doing so set a record high for the Museum. The philanthropic leadership provided by new Vice President Elisabeth Saxe and our Advancement Department, created the strong case for support, but I am most grateful that you answered the call and in many cases more than doubling your support when compared to the previous year. We have set an equally ambitious goal for Fiscal Year '15 (doubling FY '14's increase!), and we hope that all of you will redouble your support of our Annual Fund for FY '15.

The *Charles W. Morgan's* 38th Voyage began with her departure from Mystic Seaport on Saturday, May 17, 2014. It was a moment that all of us will remember, similar in nature to the launch of the *Charles W. Morgan* in July of 2013. It was the beginning of what was to be a celebratory 38th Voyage that honored the *Morgan's* compelling history and celebrated the work of the Museum over the past 73 years, the period we have been the owners and stewards of the whaleship. What was to follow was indeed extraordinary, and as I reread my projections in this space a year ago regarding the 38th Voyage, I'm thrilled it played out just as we expected

Continued on next page





it would—and even better! In fact, the voyage exceeded our expectations in virtually every area, from how the ship handled, to the skill of the crew, the participation of our 38th Voyagers, and the strong regional and national media attention. We learned so much along the way and we shared as much as we could with the public in diverse ways, through great interpretation, the *Stowaway* (Ryan Leighton), Facebook, and our website. We came to know the *Morgan* so much more intimately, and our interpreters developed an entirely new understanding of exactly how the *Morgan* felt and handled as a sailing vessel, one actively sailing for the first time since 1921. It was, indeed, a special summer. Those memories and what was learned will forever be a part of the distinguished history of Mystic Seaport. It was a challenge this summer running two museums, but I must say that we were successful all along the way.

Our digital education program is now almost a year into its existence as we begin the new school year 2014-15. The Museum and the program received a tremendous vote of confidence from a private foundation during the course of this past year with a \$500,000 grant in support of all of our digital education initiatives, highlighted in our Mystic Seaport for Educators website ([educators.mysticseaport.org](http://educators.mysticseaport.org)). We can now build out the full potential of this resource for teachers and learners allowing them access to our collections and providing unique primary source materials for research and in support of the Common Core. I am confident that in the years to come this resource will become an integral part of our ongoing efforts to provide meaningful opportunities to school districts and educators who see maritime heritage as valuable to their understanding of our nation's development.

As we closed out Fiscal Year 2014, we also advanced our planning and development of the Gallery Quad Project that will bring state-of-the-art exhibition space to the northern part of the Museum and greatly enhance our winter business model. As this Annual Report goes to press, our plans are before the Stonington Planning and Zoning Commission for review and approval, with the goal of beginning work in early 2015. As you know, several years of design and study have gone into this project, which will yield a building that will transform our exhibition capabilities as well as transform a portion of our grounds. Work on the building will be the dominant project for 2015.

In closing, I would once again like to thank the entire Mystic Seaport community for its ongoing commitment to the Museum. While we continue to fulfill our important mission, it is crucial to understand that it is not without challenge, and so we again ask that you do everything you can to remain supportive of the institution by renewing your membership, generously supporting the Annual Fund, adding the Museum to your estate plans, and answering the call to support important capital projects such as the Gallery Quad. Every philanthropic act serves to enhance and strengthen Mystic Seaport, and it is your continued loyalty that makes all the difference. Please share the good news about our work and encourage people to come see for themselves that Mystic Seaport is a place that embraces bold thinking, celebrates maritime history, and practices the guiding principles of public history. Participate in our success, and visit the Museum often this fall and throughout the year.

Stephen C. White

## A MESSAGE FROM J. BARCLAY COLLINS, II CHAIRMAN OF THE BOARD OF TRUSTEES

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My first year as Chairman of Mystic Seaport is drawing to a close as this Annual Financial Report goes to press. Our results for the Fiscal Year 2014 are well covered elsewhere herein. I will not dwell further on them, except to affirm that they were good and demonstrate an organization on the move forward, with sound finances and operating results. Our Annual Fund achieved a new level, with contributions of over \$1.4 million, a significant increase from the prior year. Buoyed by rising financial markets, our endowment ended the fiscal year at a value of almost \$50 million (since achieved).

On a sweltering day last July 2013, to tumultuous fanfare, the *Charles W. Morgan* splashed again into the waters of the Mystic River, and after a Fall and Winter of fitting out and readying for sea, in mid-May she passed through the Mystic Highway Bridge for the first time in over 70 years to begin her much anticipated 38th Voyage. It was a triumph! Taking the *Morgan* back to sea was an endeavor unprecedented in the museum world. She was transformed from a museum artifact to a joyfully alive, sailing ship, and a very “handy” one at that, according to her Master and 22nd Captain, Kip Files. No one else has done such a thing; perhaps we alone could have done it. Only the family of Mystic Seaport – trustees, members, staff, shipwrights, curators, educators, volunteers – had the courage, the resolve, the skill, the pure passion for the *Morgan*, to mount this voyage. We should all be justly, enormously proud of this accomplishment.

The 38th Voyage would not have occurred without the vision and hard work of our staff and our volunteers. It would not have occurred without the individual and collective courage of my fellow trustees to commit the institution to this mission and back it so generously. And it would not have happened without the support of you, our members, the communities of Mystic, Stonington and Noank, our port partners along the way in New London, Newport, Martha’s Vineyard, New Bedford, Mass Maritime and Boston, our friends at NOAA and the National Marine Sanctuary on Stellwagen Bank, and the many thousands of donors, big and small, who believed in her 38th Voyage and expressed that belief in their generosity. On behalf of Mystic Seaport - the Museum of America and the Sea, thank you!

The 38th Voyage of the *Charles W. Morgan* was truly transformational for Mystic Seaport: demonstrating the power of experiential history, history that’s palpable, that you can touch and feel, showing how museums like Mystic Seaport, through the vitality and excitement of its exhibits and programs, can play a vital role in education: in engaging and connecting young and old alike with the relevance of our nation’s great maritime heritage. Along the way, over 64,000 people walked her decks, listened to her stories. Along the way, Mystic Seaport made many new friends, friends with whom we will forge new collaborations, perhaps mount together new





exhibits, trade intelligence and knowledge, share learning as to how best to bring our nation's maritime history alive and make it relevant to the present condition, and bring more visitors here to Mystic Seaport to see the scope and depth and the outstanding quality of what we can do in engaging the public experientially with our nation's maritime past and present.

But we cannot stand still. We must lean forward. We must use the excitement and visibility created by the 38th Voyage as a lever to build our capacity and outreach in the years ahead. As I write, we are preparing to appear before the Stonington planning and zoning authorities to present the plans for our great new museum facility – a stunning 14,000 square foot building at the North end of our Museum quadrangle that will house a 5,000 square foot state-of-the-art exhibition gallery. This exciting new space, designed by renowned Centerbrook Architects of Centerbrook, Connecticut, and on which we hope to break ground in early 2015, will be the second truly transformational event for Mystic Seaport, for it will give us for the first time the ability to showcase art and artifacts from our own distinguished collections, and to accept exhibitions of outstanding art and artifacts from other great museums. It will make for a year-round reason to visit Mystic Seaport, the changing shows a reason to return to Mystic Seaport again and again, and it will in the process nurture and grow our reputation as the finest maritime museum in the country – America's Maritime Museum. At the same time, we will be making improvements to the R. J. Schaefer Building to bring its systems up to the standards required to welcome the "Ships, Clocks and Stars" exhibit from the National Maritime Museum at Greenwich, which will open next year. This promises to be an exciting and very popular exhibit, and is representative of the kind of exhibition we will be able to mount in our new exhibition hall.

As I write, the trustees and staff are embarking on a new strategic planning process designed to provide the chart to guide the business of the Museum over the next five to seven years. It is the intention that this plan, which will build upon the current plan, will be a very practical plan and will focus with laser-like clarity on the programs and projects needed, and the funding required, to sustain and build Mystic Seaport's reputation as a world-class experiential museum, with both indoor and outdoor components, leveraging on our unique waterfront location. Needs, both for capital and program, will be developed and evaluated with a critical eye on how valuable they are in contributing to that strategic goal.

In closing, may I ask that you, as our valued members, continue to honor your membership by not only enjoying the many benefits thereof, but also contributing according to your ability to our Annual Fund, and that you also consider including a bequest to Mystic Seaport when structuring your estate. Your support is critically important, and very much appreciated. We have an ambitious Annual Fund goal of \$2,000,000 this year, and we will need your help to get there.

And again, a hearty thank you to my fellow trustees, our staff, and volunteers, and you our members, for all your help and support for the Museum over the past year. It has been an unforgettable one!

J. Barclay Collins, II

A MESSAGE FROM  
**STEPHEN R. MUNGER, TREASURER**  
**MARCY WITHINGTON, EXECUTIVE VICE PRESIDENT**

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We are pleased to provide the financial report for Fiscal Year 2013-2014, ending April 30, 2014.

The Museum's operating performance was stable and similar to prior year. Total revenue increased from \$21.3MM in 2013 to \$22.8MM in 2014, driven in part by investment gains. Overall visitor attendance was relatively flat - increased traffic in the high season (May-October) was offset by lower attendance in winter and spring due to cold and snowy weather. Expenses increased from \$20.2MM in 2013 to \$21.7MM in 2014 primarily due to increased compensation related to investments in additional key headcount positions and salary adjustments designed to bring certain jobs in closer alignment with market conditions.

Our fundraising efforts were successful on a number of fronts in 2014. The Museum was fortunate to receive over \$1MM in bequests which were used to support operations. Thanks to the generosity of over 2,000 members and friends, our Annual Fund reached \$1.4MM - a new record. Our annual America and the Sea Award Gala, which this year honored world-class sailor Gary Jobson, also reached a high-water mark and netted almost \$300K to support our mission. Membership remained stable at over 16,000.

After a nearly five-year restoration, the 1841 whaleship *Charles W. Morgan* was launched on July 21, 2013. The vessel, a National Historic Landmark, is the world's oldest commercial ship afloat. The restoration was completed on time and on budget in preparation for the historic 38th Voyage in the summer of 2014. For fiscal year 2014, \$1.2MM was raised (including grants of \$580K from the State of Connecticut), bringing the cumulative total of funds raised to \$10MM.

The Museum made a significant investment in our fundraising and technological infrastructure capabilities in 2014 by converting key internal systems to Blackbaud software products. Integration between our front gate, fundraising, and financial records will allow us to better serve our members and visitors and improve our ability to communicate with key constituencies. We also completed a search for a new strategic marketing firm and are pleased to partner with Outthink, an Essex, CT-based firm.

Our Online Learning Community project launched a new interactive website (Mystic Seaport for Educators) that offers teachers the opportunity to utilize primary source materials from the Mystic Seaport collections and other materials.

The Museum entered into a new \$6MM credit facility with RBS Citizens Bank. \$4.5MM of the proceeds will serve as bridge financing to start construction of a new gallery exhibit area, a project slated to begin in fiscal year 2015. There were no borrowings during fiscal year 2014, and the Museum was debt-free as of April 30, 2014.

Our externally-managed investment portfolio, which consists of a permanent endowment (\$32.5MM as of April 30, 2014) and unrestricted funds, increased from \$44.3MM in 2013 to \$49.0MM in 2014 after an endowment draw of \$3MM. For the last five years, the endowment draw as a percentage of the investment portfolio has been in the 5-8% range. The Board of Trustees continues to focus efforts on supporting the growth of earned revenue and contributed revenue to lessen the reliance on the endowment draw as a means of funding Museum operations, as well as encouraging donor gifts to the permanent endowment which will support the Museum for generations to come.

Stephen R. Munger and Marcy Withington

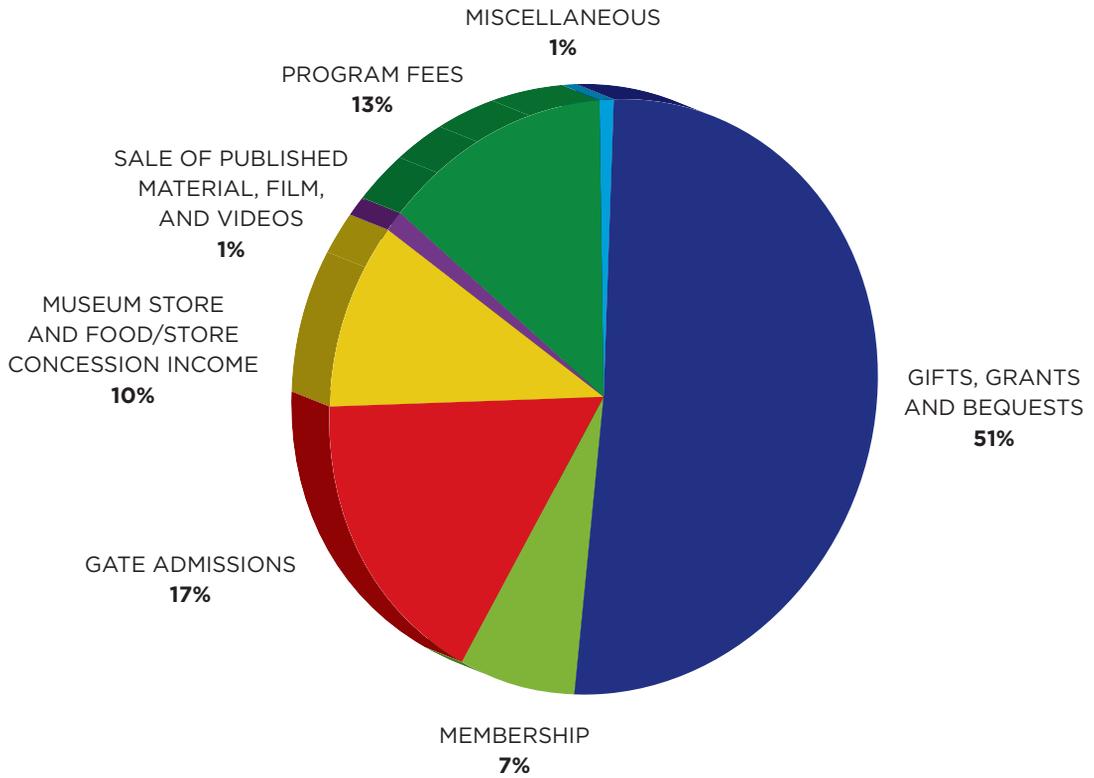


	2014	2013
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$403	\$927
Short-term investments	6	604
Accounts, grants, and interest receivable	2,843	2,496
Promises to give, current	1,085	1,733
Merchandise and other inventories, net of reserves	265	312
Prepaid expenses	542	399
Total current assets	5,144	6,471
Promises to give, noncurrent	5,732	6,944
Investments	58,660	53,943
Perpetual trust held by others	4,047	3,784
Other inventories, net of reserves	16	16
Property, plant and equipment, net of accumulated depreciation	19,340	20,485
<b>Total assets</b>	<b>\$92,939</b>	<b>\$91,643</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$1,013	\$675
Deferred revenue	281	381
Other current liabilities	29	41
Total current liabilities	1,323	1,097
Deferred revenue	2,594	2,574
Other liabilities	100	104
<b>Total liabilities</b>	<b>4,017</b>	<b>3,775</b>
<b>NET ASSETS</b>		
Unrestricted	19,288	21,895
Temporarily restricted	32,115	29,046
Permanently restricted	37,519	36,927
<b>Total net assets</b>	<b>88,922</b>	<b>87,868</b>
<b>Total liabilities and net assets</b>	<b>\$92,939</b>	<b>\$91,643</b>

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total 2014	Total 2013
<b>REVENUE</b>					
Gifts, grants, and bequests	\$3,689	\$1,577	\$243	\$5,509	\$6,143
Gate admissions	3,095	-	-	3,095	3,059
Program fees	2,420	13	-	2,433	2,598
Membership	1,272	-	-	1,272	1,255
Museum store operations	764	-	-	764	799
Retail stores rental income	751	-	-	751	655
Food services rental income	345	-	-	345	332
Sales of published material, film, and videos	208	-	-	208	208
<b>OTHER SUPPORT:</b>					
Net realized and unrealized gains on investments	-	6,315	263	6,578	4,361
Investment Income	72	1,099	3	1,174	1,268
Miscellaneous	346	10	-	356	210
Change in split interest agreements	(24)	181	88	245	366
Other rental income and fees	21	-	-	21	40
Net assets released from restrictions	6,131	(6,126)	(5)	-	-
<b>Total revenue and other support</b>	<b>19,090</b>	<b>3,069</b>	<b>592</b>	<b>22,751</b>	<b>21,294</b>
<b>EXPENSES</b>					
Program expenses:					
Watercraft	4,657	-	-	4,657	3,957
Visitor experience	3,524	-	-	3,524	3,007
Education	3,472	-	-	3,472	3,443
Curatorial, library and publications	2,203	-	-	2,203	2,172
Museum stores	1,002	-	-	1,002	996
Support expenses:					
General and administrative	4,817	-	-	4,817	4,812
Fundraising	2,022	-	-	2,022	1,838
<b>Total operating expenses</b>	<b>21,697</b>	<b>-</b>	<b>-</b>	<b>21,697</b>	<b>20,225</b>
Excess (deficiency) before transfers	(2,607)	3,069	592	1,054	1,069
Transfers-clarification of donor intent	-	-	-	-	-
Change in net assets	(2,607)	3,069	592	1,054	1,069
Net assets, beginning of year	21,895	29,046	36,927	87,868	86,799
<b>Net assets, end of year</b>	<b>\$19,288</b>	<b>\$32,115</b>	<b>\$37,519</b>	<b>\$88,922</b>	<b>\$87,868</b>

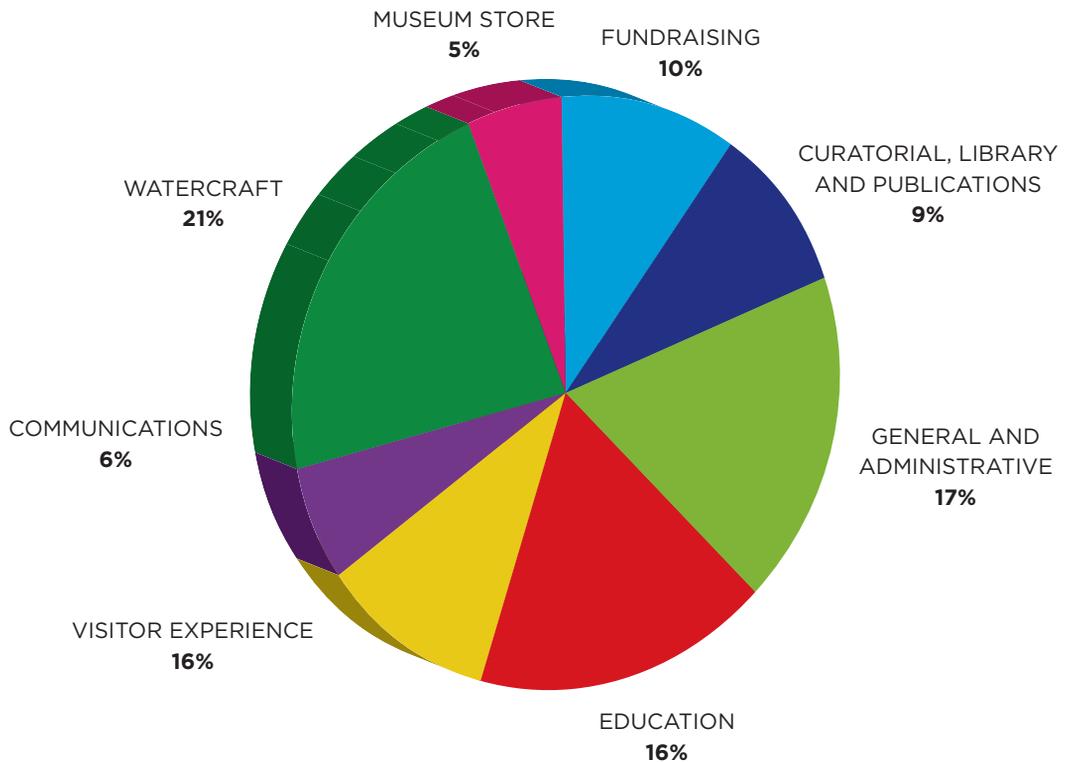
MUSEUM OPERATING INCOME

FISCAL YEAR 13-14



MUSEUM OPERATING EXPENSE

FISCAL YEAR 13-14



## DONORS TO MYSTIC SEAPORT 2013-2014

### THE AMERICA AND THE SEA SOCIETY

GIFTS AT THE AMERICA AND THE SEA SOCIETY LEVEL HAVE A TREMENDOUS PHILANTHROPIC IMPACT ON EVERY PROGRAM MUSEUM-WIDE. SUPPORT TO THIS LEADERSHIP GIFT SOCIETY REFLECTS A DEEP COMMITMENT TO THE VITALITY OF MYSTIC SEAPORT AND IS AN AFFIRMATION OF OUR MISSION TO PRESERVE OUR MARITIME HERITAGE FOR THE BENEFIT OF FUTURE GENERATIONS.

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IN 1938, MYSTIC SEAPORT (THEN THE MARINE HISTORICAL ASSOCIATION) RECEIVED A GENEROUS BEQUEST FROM THE ESTATE OF DR. CHARLES K. STILLMAN, ONE OF THE MUSEUM'S THREE FOUNDERS. AS THE FIRST BEQUEST TO THE MUSEUM, THIS SIGNIFICANT GESTURE HELPED TO ESTABLISH AN ENDOWMENT FOR THE MUSEUM'S PROGRAMS AND FUTURE OPERATIONS. IT ALSO BEGAN WHAT HAS BECOME A TRADITION OF PLANNED GIVING AT MYSTIC SEAPORT. SINCE THEN, A GREAT MANY INDIVIDUALS HAVE MADE GENEROUS GIFTS TO THE MUSEUM IN THEIR WILLS OR ESTATE PLANS.

IN ORDER TO RECOGNIZE THEIR GENEROSITY, MYSTIC SEAPORT HAS ESTABLISHED THE STILLMAN SOCIETY, NAMED IN HONOR OF THE MUSEUM'S EARLY BENEFACTOR. MYSTIC SEAPORT IS PLEASED TO RECOGNIZE THESE

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IF YOU BELIEVE THAT YOU QUALIFY FOR MEMBERSHIP AND WOULD LIKE TO ADD YOUR NAME TO OUR LIST, PLEASE CONTACT THE ADVANCEMENT DEPARTMENT AT 860.572.5365 OR ADVANCEMENT@MYSTICSEAPORT.ORG.

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IN THESE LISTS, WE HAVE MADE EVERY EFFORT TO INCLUDE MENTION OF DONORS TO ALL FUNDS RECEIVED BETWEEN MAY 1, 2013 AND APRIL 30, 2014. IF YOUR NAME WAS OMITTED FROM THIS REPORT OR MISPELLED, PLEASE ACCEPT OUR APOLOGIES AND CONTACT THE MYSTIC SEAPORT ADVANCEMENT DEPARTMENT AT 860.572.5365 OR [ADVANCEMENT@MYSTICSEAPORT.ORG](mailto:ADVANCEMENT@MYSTICSEAPORT.ORG)

*Gifts received from May 1, 2013 through April 30, 2014.*





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