FROM THE CHAIRMAN

At the Kalmar Nyckel Foundation, we’re very pleased with this year’s performance. For the first time in the Foundation’s history, we sold out our spring and fall education seasons! We served over 2,800 students from both private and public schools in Delaware, Pennsylvania, Maryland and New Jersey, which represents an increase of 1,000 students. Our exceptional lecture series was well received. The Kalmar Nyckel safely sailed 3,100 miles to 13 ports from New Hampshire to Virginia with over 15,000 visitors. This mission of education produced significant corporate support from ING Direct ($20,000) and a three-year, $150,000 grant from a private foundation.

We have an exceptionally strong management team that is able to execute our strategy, perform every single day, and deliver results. This success is a tribute to the hard work of many people, but especially Sam Heed, Senior Historian and Director of Education; and Captains Lauren Morgens and Sharon Litcofsky.

This year, the Foundation has formed long-term partnerships with Delaware’s Department of Education, the Division of Historical and Cultural Affairs, and the City of Wilmington. We are working with these partners to create a state-wide curriculum plan and to redevelop our shipyard site. I would like to extend a special thank you to Senator Tom Carper, who was honored for his long-time commitment to the Foundation at our King Neptune event in April 2009. I would also like to thank the ship’s “Godmother,” Tatiana Copeland, for her unwavering commitment to our vision and mission.

In 2009 we were faced with some unprecedented challenges. The state of Delaware’s budget deficit led to a reduction of $135,000 in the annual support from the General Assembly. The Kalmar Nyckel Foundation’s Trustees took immediate steps to lessen the impact of this reduction and protect your investment: the Kalmar Nyckel and all of its associated programs. A further challenge was replacing our energetic and capable Executive Director, Marcia Ferranto, who relocated to the Washington, D.C. area.

We stay committed to our educational mission. We have made measurable progress this past year in moving toward our vision. We continue to create one of the most unique educational experiences in Delaware.

H. Hunter Lott, III
Chairman of the Board

2009 BOARD OF TRUSTEES

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>H. Hunter Lott, III</td>
<td>Chairman</td>
</tr>
<tr>
<td>James G. Baier</td>
<td>President</td>
</tr>
<tr>
<td>Tony Bosworth</td>
<td></td>
</tr>
<tr>
<td>Capt. Thomas S. Branin</td>
<td></td>
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<tr>
<td>Stephen D. Brooks</td>
<td></td>
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<tr>
<td>Tadue Carpenter</td>
<td></td>
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<tr>
<td>Senator Charles L. Copeland</td>
<td></td>
</tr>
<tr>
<td>Larry W. Fifer, Esq.</td>
<td></td>
</tr>
<tr>
<td>Chipman L. Flowers, Jr., Esq.</td>
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<tr>
<td>Richard J. Julian</td>
<td></td>
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<tr>
<td>Gregory F. Lavelle</td>
<td></td>
</tr>
<tr>
<td>John B. Morton</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Anthony (Tony) W. Lunger</td>
<td>Secretary</td>
</tr>
<tr>
<td>William Garner</td>
<td></td>
</tr>
<tr>
<td>Hugh Mahaffy</td>
<td></td>
</tr>
<tr>
<td>Megan M. McGlinchey</td>
<td></td>
</tr>
<tr>
<td>James C. Romine</td>
<td></td>
</tr>
<tr>
<td>George D. Rotsch</td>
<td></td>
</tr>
<tr>
<td>Capt. David L. Scott</td>
<td></td>
</tr>
<tr>
<td>Earl E. Seppala</td>
<td></td>
</tr>
<tr>
<td>Margaret Tigue</td>
<td></td>
</tr>
</tbody>
</table>

The Foundation has had the honor of welcoming a number of new members to our Board of Trustees this year.

Charles L. Copeland (returning) is the president of Associates International, Inc. He served as a Delaware State Senator for six years, and currently serves as President of the Board of the Challenge Program.

Tony Bosworth (returning) see Volunteer of the Year, page 4.

Richard J. Julian is a principal in several construction and development companies. He is the president of St. Anthony’s in the Hills, a summer camp for underprivileged and inner city children, and has served as president and chairman of the Kalmar Nyckel Foundation.

Megan M. McGlinchey is director of operations for the Riverfront Development Corporation of Delaware and manager of the Chase Center on the Riverfront. She serves on the board of several community organizations and was chair of the Delaware Chapter March of Dimes board of directors.

Capt. David L. Scott recently retired from a 30-year career in the United States Coast Guard. He has held leadership positions at Coast Guard Headquarters, Toledo, New Orleans, and Honolulu domestically; and Singapore and Japan abroad.

James C. Romine is the Vice President of Product Stewardship, Regulatory Affairs, and Public Affairs at DuPont Company. Romine, his wife, and two children are all active sailing crew aboard the Kalmar Nyckel.
FROM THE DIRECTOR OF EDUCATION

It has been a whirlwind first year for me at the Kalmar Nyckel Foundation, equal parts exciting and rewarding. Last year at one of my first events for the Foundation, I had the occasion to mention that “I had the second coolest job in Delaware” — surpassed only by that of our very own Captain Lauren Morgens. Some twelve months later, I find myself more interested in and more engaged by the work than ever, more so than I could have expected or imagined. I have found my way to an incredibly dynamic organization, one with an inspiring mission and an incandescently bright future.

I am proud of our educational programs and the dedicated educators who make them all happen. Much credit goes to Education Coordinator Hutch Hutchison for supervising the day-to-day operations, for transmitting his enthusiasm to everyone he works with and all the students who enjoy our programs. So, too, Captains Morgens and Sharon Litcofsky have been extraordinary colleagues, driving the boat and our programs through all kinds of complex challenges, making it look easy. Talented they are, and fully committed to making our educational programs the best in the business. But it is from our loyal and dedicated volunteer crew and educators, more than two hundred and fifty in all, that I draw the most inspiration. Tirelessly and selflessly they give to the ship, our programs, and each other, sharing their passion and knowledge with new generations of student visitors and volunteers.

We are rapidly becoming a significant educational and cultural resource for Delaware and the region, the kind of landmark institution that makes a real difference in the community and in people’s lives. We have come a long way in a short time, and we are well on our way to accomplishing much more.

Sam Heed
Senior Historian & Director of Education

LECTURE SERIES

2009 was the inaugural year for the Kalmar Nyckel Foundation’s Lecture Series. The first lecture featured Abigail Seldin, the University of Pennsylvania’s celebrated young anthropologist and Rhodes Scholar. Seldin discussed her extraordinary work with the Lenape Nation, promoting the astonishing and poignant Lenape survival story which she has brought to light after two centuries of cultural secrecy and neglect. The lecture raised awareness about the Lenape’s ongoing history within our midst, to recognize and further a reconciliation that Abigail’s work has done much to foster.

The second lecture featured Frederick Hocker, a leader in maritime archaeological excavations all over the world for twenty years. Hocker spoke about the Vasa, an intact warship from 1628, salvaged and raised from the bottom of Stockholm harbor in 1961. Many of the Kalmar Nyckel’s ornate carvings were inspired by or copied from the Vasa.

The Kalmar Nyckel Foundation looks forward to continuing the lecture series in its efforts to bring educational events to students of all ages.

KALMAR NYCKEL GUIDEBOOK

Samuel Heed wrote and released a guidebook in 2009 to help teachers prepare for their class’ visit to the shipyard. Read the fascinating story of the original ship and its role in bringing Peter Minuit and the first permanent settlers to the Delaware Valley. Discover why they came and the roles of the original voyagers.

Also learn about the current ship, her re-construction and specification. Take a “self-guided tour” above and below deck. Understand the combination of modern and traditional design that allows you to safely sail aboard today and experience the “age of sail,” a living part of Delaware’s maritime heritage. To access the guidebook, visit our website.

SHARING THE MESSAGE
Volunteering

All Hands to the Windlass!

An audacious request circulated through volunteer crew and local businesses during the 2009 maintenance season. The letter requested donations of specific items needed for the maintenance and operation of the Kalmar Nyckel. Not only did we ask folks to part with their hard-earned cash, but this year we also asked them to go out and buy the goods themselves. The results were surprising: donations came pouring in from all quarters! Crew, businesses, and friends stepped forward to help fill in budget gaps by directly purchasing items including climbing belts, rope, sand paper, tools, food, and more.

The most spectacular donation of the year was a result of many hands working together. The ship needed a new windlass, the wooden winch used to haul up the anchor and secure dock lines—an essential tool. Our donations started with a consultation from our ship builder, Allen Rawl, to get us pointed in the right direction. It was not long before a beautiful white oak tree in a local woman’s front lawn was identified and removed by Kerns Brothers Tree Service, who donated their services. Once the log was delivered to the shipyard, crew member John Copeland led a volunteer team of several professional and amateur carpenters in shaping it into a four-sided cant using a chain saw mill from the Challenge Program and heavy equipment from Eastern States Construction. As the carpenters donated their time week after week, the log began to take the shape of an octagonal and tapered 17th Century windlass. Blades for all the saws and specialized tools were donated or loaned by the carpenters and their friends. An axle hefty enough to support a one-ton log was designed by our metalsmith, crew member Dave Lawrence, allowing the log to be turned and bearings cut.

Metal bands were fabricated and donated by Forged Creations, V&S Galvanizing galvanized the bands for free, Sherwin Williams donated the paint for the bands, and Raven Crane donated a crane to put the windlass onto the ship in February of 2009, just in time for the sailing season. The value of all the donations for this project exceeded $5600, not including the 700 hours of labor donated by the carpenters.

Over $27,000 worth of maintenance items, services, and ship’s equipment were donated in fiscal year 2009, not including the volunteer crew’s labor. When the community comes together to show their support for the tall ship of Delaware, great things happen! Thank you to all who supported the Kalmar Nyckel’s maintenance program donation drive in 2009!

Sharon Litcofsky
Port Captain/Chief Mate

Volunteer of the Year: Tony Bosworth

Tony has generously given his time to assist and support both the ship and the Foundation in a variety of ways. A graduate of the first sail training class, he has served as sailing crew, topman, and quartermaster since the ship was launched. Besides sailing regularly, he also serves as an educator for school groups and public tours. Whentransiting the Delaware, he has served as Con on the ship. Behind the scenes, he has helped with everything from maintenance to fixing the heads. He is returning for a second term on the Board of Trustees, and is the Head of the Scheduling Committee. Tony has accrued a total of 4,808 volunteer hours in his work with the Kalmar Nyckel Foundation. He balances the Kalmar Nyckel with many other community activities, including mentoring children, playing French Horn in his community band, and singing in CoroAllegro, Delaware’s premier chamber choir.

From the Captain

As I read through the pages of this report, I am struck by the impression that the Kalmar Nyckel Foundation has had a banner year. Of course, it doesn’t take an Annual Report to know that 2009 was a difficult time to be a non-profit, but at a moment when tall ships throughout the world are struggling to stay maintained, inspected, and fueled, we had one of our busiest years ever, with a full-to-bursting education season, popular weeks of public sailing, and the most demanding festival schedule that I can remember. It is clear from reading these pages why the economic climate did not manage to impact the delivery of our programming. The internal strength and cohesion of the Foundation is greater than ever. From a Board determined to bridge the gap in what support the State of Delaware could afford to provide; to a staff with more unity of purpose than I have known in any organization; to a volunteer group that was good for an amazing 41,000 hours just this year; to the kind of support, both financial and in-kind, that is detailed on these pages; we all know that we have hit on something that is truly compelling and truly worthwhile.

With such confidence from within and without, it is no wonder that the ship should have been insulated from the economic “weather” outside.

A Day in the Shipyard

Blacksmith
See glowing red iron pounded into working tools and ship’s fittings. Learn from a real blacksmith the art of transforming metal stock into useful objects.

Sail Handling
Work in unison to haul lines, watching sails spill and fill and singing shanties while hauling on the halyards.

Land Gun
Search the piece, swab, and fire the shipyard’s new land-based demonstration cannon to learn how teamwork makes a complicated job fast and efficient.

New Sweden Centre
Experience the life of a colonial child. Play the games, wear the clothes, and prepare the food the way that some of America’s first children did.

Physics
Use physics to your advantage! Operate the capstan and other simple machines to see how they can help a few hands do the work of many.

Navigation
Learn to navigate whether you’re on the Christina River or the Atlantic Ocean using tools like the log and transverse board.

World Trade
Explore the concepts of barter, currency, and supply and demand by role-playing as 17th-Century European Merchants, Kalmar Nyckel sailors, and Native Americans engaging in trade.

The Sea Chest
Delve into the only private space aboard ship for a sailor and see how a small wooden box becomes a chair, table, game board and storage chest for all of a sailor’s personal possessions.

2,800 students of all ages participated in the Kalmar Nyckel Foundation’s education programs, led by Education Coordinator William “Hutch” Hutchinson. Visitors to the ship and the shipyard are treated to a variety of learning experiences and hands-on activities—even if they never leave the dock. This page illustrates what is in store for you as a 17th-century voyager, a time-traveler back to the Age of Sail and the original Kalmar Nyckel.
The Kalmar Nyckel Foundation successfully completed fiscal year 2009 with a much stronger balance sheet and a $41,700 operating surplus. Accomplishments included substantial new funding for our education program, solid sailing revenue, and continued strong support from our board members and other individual donors. This more than offset the decrease in state funding. The Foundation also restructured its $2.4 million loan from the Riverfront Development Corporation to a much more flexible arrangement. Of particular importance is the 41,000 hours of volunteer support valued at $820,000 to maintain and operate the ship. We could not financially survive without this generosity.

The Kalmar Nyckel Foundation is a non-profit, 501(c)(3) corporation. Audited financial statements and IRS form 990 are available upon request.

### Functional Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Ship Operations</td>
<td>288,139</td>
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<tr>
<td>Administration</td>
<td>255,514</td>
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<tr>
<td>Marketing/Development</td>
<td>40,367</td>
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<tr>
<td>Education</td>
<td>87,788</td>
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<tr>
<td>Occupancy and other</td>
<td>27,183</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,224,479</td>
</tr>
<tr>
<td>Value of volunteer ship support</td>
<td>820,489</td>
</tr>
<tr>
<td>Value of imputed shipyard rent-Wilmington</td>
<td>52,500</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$1,796,459</strong></td>
</tr>
</tbody>
</table>

### 2009 Staff

- **Marcia Ferranto**  
  *Executive Director*
- **Samuel Heed**  
  *Senior Historian & Director of Education*
- **Lauren Morgens**  
  *Captain*
- **Sharon Litcofsky**  
  *Port Captain & Chief Mate*
- **Jacqueline Searles**  
  *Executive Assistant & Office Manager*
- **Bill Hutchison**  
  *Education Coordinator*
- **Will Young**  
  *Second Mate*
- **Luke Snyder**  
  *Steward*

### Financial Statement

#### Liabilities and Equity

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
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<tr>
<td>Accounts payable</td>
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<td>Accrued expenses</td>
<td>5,546</td>
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<td>Deferred revenue</td>
<td>2,820</td>
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<td><strong>Long Term Debt</strong></td>
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<td>Bank note payable</td>
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<td>Mortgage payable</td>
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<td><strong>Net Assets</strong></td>
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<td>Unrestricted</td>
<td>1,192,477</td>
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<tr>
<td>Temporarily restricted</td>
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<tr>
<td>Permanently restricted</td>
<td>47,000</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$4,289,686</strong></td>
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#### Assets

<table>
<thead>
<tr>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
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<tr>
<td>Cash and equivalents</td>
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<tr>
<td>Grants and donations receivable</td>
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<td>Accounts receivable</td>
<td>11,399</td>
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<tr>
<td>Inventory and pre-paid expense</td>
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<td><strong>Restricted Funds</strong></td>
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<tr>
<td>Endowment</td>
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<td>Restricted investment funds</td>
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<td><strong>Fixed Assets</strong></td>
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<tr>
<td>Ship</td>
<td>5,638,612</td>
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<td>Other properties</td>
<td>1,076,818</td>
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<tr>
<td>Museum</td>
<td>85,525</td>
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<tr>
<td><strong>Less: accumulated depreciation</strong></td>
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<tr>
<td>(2,707,487)</td>
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<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$4,289,686</strong></td>
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#### Income

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<tr>
<th>Description</th>
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<td><strong>Contributions</strong></td>
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<tr>
<td>State of Delaware grants</td>
<td>230,450</td>
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<td>Major individual gifts</td>
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<td>Annual appeal/board gifts</td>
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<tr>
<td>Corporate/foundation gifts</td>
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<td>In Kind gifts</td>
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<td>Membership</td>
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<td>Fundraising events (net of costs)</td>
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<td><strong>TOTAL INCOME</strong></td>
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<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<td><strong>Program Revenue</strong></td>
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<td>Ship related</td>
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<td>Education fees</td>
<td>46,379</td>
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<td>Gift shop sales (net of costs)</td>
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<tr>
<td><strong>OTHER</strong></td>
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<tr>
<td>Rental income</td>
<td>6,100</td>
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<tr>
<td>Misc. income</td>
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<tr>
<td>Interest</td>
<td>219</td>
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<tr>
<td><strong>Value of volunteer ship support</strong></td>
<td>$820,489</td>
</tr>
<tr>
<td><strong>Value of imputed shipyard rent-Wilmington</strong></td>
<td>$52,500</td>
</tr>
<tr>
<td><strong>Endowment gift (restricted)</strong></td>
<td>$3,000</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>$1,613,666</strong></td>
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</table>
2009 Volunteers

Bruce Allison
Harry Anders
James Anders
Eric Andersen
Janet Anderson
Mark Angelone
Annette Aronson
Jack Asher
Mary Asher
Roger Ayscough
Richard Bayard
John Beh
Douglas Blair
Peter Blessinger
Debra Boerke
Carin Boone
William Boston
Anthony Bosworth
Robert Bradish
Margaret Brenner
Richard Breuer
Daniel Briggs
Lyle Briggs
William Bristowe
Stephen Brooks
Dena Brown
Warren Brownell
Laurence Brzozowski
Thomas Burns
Elen Carter
Robert Carter
Kathy Caudle
Todd Cecchini
Sarah Cheyne
Herbert Cobey
Terry Cohen
William Compton
Herbert Conner
William Coogan
John Copeland
Ronald Crooks
Thomas Davies
Yvonne Davies
David Dawson
Nevin Dawson
Leonard Deerkoski
Victoria Demoss
Gary Deshong
Carol DiBerardino
Tanya Djanegara
John Doubet
Adrienne Doucette
Sandra Dounce
Antonie Dvorakova
Wayne Elter
Jasmine Ellis
Sheila Ellis
Steven Ellis
Jeffrey Emmons
Blue Eng
David Feaster
Donald Feeney
Robert Ferber
Jake Ferranto
James Fiore
Christopher Fischbach
Donna Floyd
Christopher Frank
Karen Franz
Mara Freilich
Edward Frick
Chadron Friesen
Melanie Gabage
Michael Gabage
Robert Gabage, Jr.
Robert Gabage
Stephen Gee
Allstar Gillanders
Carrie Glassner
Jacob Glassner
Laurence Gough
Patricia Grzesk
Andrew Hanna
Douglas Harbaugh
Michael Hargis
Charles Hershey
Charles Hershey, IV
Sandra Hitchcock
Deborah-Jean Hofmann
Lisa Hofmann
John Hoglen
Max Holdsworth
Richard Holdsworth
Lauren Hooks
Stephanie Hoopes
Erik Hosler
Richard Huse
Brian Hust
Judith Hutchins
Paul Hutchins
M. Jody Hutchison
William Hutchison
Michelle Ivkoli
Eleanor Jakubowski
Carl Johansson
Brion Johnson
Norman Johnson
Amy Jo Jolly-Van
Bodegraven
Mark Jolly-Van
Bodegraven
Keithley Jones
Roy Jones
Terry Jones
Elaine Kazlauskas
Leah Keller
Christopher Kelly
Sarah Kennedy
Thomas Kirwan
Kevin Klos
Thomas Klos
Dana Kluchinski
Donald Kluchinski
Joseph Kluchinski
Lori Kosich
Robert Kralovec
Alice La Cour
Anne Laming
John Laming
Sheila Larson
David Lawrence
Kate Leary
Edward Lindenhofen
Christopher Link
Fred Lutsch
Geoffrey Littlefield
Robert Livingston
Monisha Lloyd
Heather Lyons
Scott Lyons
James Mackereth
John Manley
John Marcove
Steven Marino
Paul Markula
Manon Potvin
Mara Potvin
Ronald Protack
Julia Reader
Gerald Rector
Nancy Redfearn
P. Robert Reed, Jr.
Shannon Reilley
Dionne Rhoades
Harry Riblett
Francis Richardson, Jr.
Andrew Riggin
Jacqueline Roderick
Anton Romano
Andrew Romine
James Romine
Nyssa Romine
Sheila Romine
Katie Mullin
Terrence Mullin
Elizabeth Nonemaker
Richard Occhettin
Paula Olson
Daniel Orr
Alfred Ostrander
Geraldine Ostrander
Kathryn Pearlstine
Gary Perkins
Juergen Peters
Robert Philips
James Pitts
Rockey Poeta, IV
Genevieve Potvin
Gilles Potvin
Manon Potvin
Conner Maurer
John McCloskey
Julia Reader
Mary McCoy
Nolan McDermott
Justin McKinley
John McMurray
H. William Mervine
Carlton Michaelis
Mary Miller
Edward Minch
William Moatz
Elizabeth Montano
Mehron Moqtaderi
Jennifer Morrow
John Mullen
Karen Mullin
Katie Mullin
Terrence Mullin
Elizabeth Rowland
Gervasio Ruiz, Jr.

2009 Volunteer Statistics
Total Volunteers 253
Volunteers with 40+ Hours 217
Total Volunteer Hours 41,277
Total Value of Labor $820,489
Full-time Equivalent Employees 20
Volunteers with over 1,000 Hours 3
Most Hours by One Volunteer 1184
Nautical Miles Sailed 3,100
New Sailing Crew Trained 51
Visitors Hosted 20,369
Students Taught 2,800

Mission Statement
“The Kalmar Nyckel Foundation preserves and promotes the cultural and maritime heritage of Delaware for the education and enrichment of all.”