

Reports for 2013 Annual Meeting
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2014 President's Report
By Paul G. Provencher, President

As I consider this Annual Report to the Membership, I am reminded of a book I read last year that related writing reports to like being in a "Rowboat Society". That is, we face this task of writing reports by trying "to move forward, while looking backwards". I've always had a hard time with that concept of the rowboat and I've thought that there should be some sophisticated system of rearview mirrors to help us while we are looking backwards to make sure that we don't run into some swimmers or worst yet a large boat or ship.

In looking backwards over the year 2013, I can report to you that the following occurred at Ferry Beach for which you can be proud and happy. These include:

1. The successful negotiation of a 3 year contract with Pangea for our food service delivery.
2. We successfully negotiated a 5 year property lease agreement with the Ecology School. This utilized an arbitration process in which Ferry Beach was able to share its need to recoup our fair share of expenses.
3. An Awesome 2013 Summer season occurred where we increased our revenue by about 10%. We increased our revenue from vacationers, doubling what we did in vacation revenue in 2012; and we reduced our overall compliment to coordinators and workshop leaders by about 25%.
4. By renovating and opening up Clafin and the Metz Village cabins to members, we have generated an additional \$58,000 in revenue not available prior to this time.
5. Religious Education and Family and Friends weeks both had higher registrations than their previous year. Several other summer conferences either just broke even, or had a slight increase.
6. Our weekends (primarily church retreat rentals) provided overall higher revenue as we are combining smaller churches to be more efficient, as well as, adding some smaller group rentals not church related.
7. We accomplished some of our Social Justice Goals by providing the Maine People's Alliance with some housing for college students canvassing in this area for the needs of people in poverty. As well, the Sierra Club was provided some housing as they worked on an environmental project.
8. Our membership has stepped up to the donation plate as they have provided over \$40,000 in sustaining membership pledges. That is, they make a donation monthly, automatically from their checking account. These are continuing to grow and we see

this as a great way for members to more easily support Ferry Beach. As well, we received a gift of \$9000 from Mr. Paul Belyea to repair Quillen porch this summer.

Well, I've finished rowing out to Eagle Island and have rowed back. Now I'm getting out of the rowboat, resting on the beach and getting ready for the next journey. I begin by entering a sleek, multi-colored kayak with the Ferry Beach logo inscribed on the hull. I have all my gear and a most efficient paddle. Yes, I was well advised on equipment selection and proper techniques by our resident kayak instructor, Marty Burgess. Now I want to move forward by looking straight ahead at all the open water and the hazards we may face.

Last year, I reported to you about a vision that I had for the next 5 to 10 years. I broke down the vision possibilities into four categories to include: physical plant, leadership, programming and finances. We have begun movement in these areas but at this point, I believe our greatest challenge is having the leadership and the structure in place to actually move this organization forward.

Much like the UUA governance, I, as your president, am working to move this Board of Directors to a policy governance model. This is where the Board focuses its efforts on leading the organization and letting the CEO manage. The Board conversations should be focusing on results, policy development, ethics, CEO leadership, and board & organizational self-assessment. This means creating many more leaders and anticipating leadership needs rather than hoping to find help when the need arises. As an organization we need to navigate the "whitewater rapids" with greater integrity and transparency than ever before. As an organization, Ferry Beach, must transform itself, not simply change, and we must drive the transformation rather than just react to outside forces.

I would like to give you a context for this policy and strategy governance which provides a review of our general board accountabilities:

- Our **mission** is to provide value and positive impact for our membership community. **(why do we exist?)**
- Our **vision** identifies the new horizon of organizational impact where you seek to stay relevant amid shifting marketplace dynamics. **(where are we going?)**
- Our **values** are the standard of conduct to which we commit our organizational practices. **(our seven UU Principles)**
- Our **legal responsibilities** include fiduciary accountability to advance the mission and oversee assets in a responsible manner while attending to ethical corporate behavior. **(managing the delicate balance)**
- The **role of a board member** is to make policy and strategy decisions, ensure operational systems accomplish our plans, and monitor details of the

organizational performance by making course corrections and refreshing strategy as needed. **(evaluation, survey, two-way feedback)**.

- The **role of a committee member** is to monitor and assess governance functions to which they have been charged and to consider current and future issues and deliver advice to the full board. **(advisory)**
- The measures the board needs to use are traditional business success measures relevant to our current mission; our traditional member/customer satisfaction and value measures; and the measurement of our positive organizational climate with high levels of employee engagement.

Our success at being able to meet these leadership challenges will allow us to quickly move our mission forward over the next 5 to 10 years. Come won't you join us in identifying the leaders of the future who will come forward and serve Ferry Beach?. I encourage you to speak with me, with our Nominating Committee, with other Board members and with Cathy Stackpole about individuals who have more to give to the Ferry Beach Community. You never know, it may be you or someone you know, who identifies the leadership ability we need to move us all forward.

Thank you and enjoy this wonderful day.

Respectfully submitted.

Paul G. Provencher, President

Executive Director's Report – 2013 **From Cathy Stackpole, Executive Director**

Overall: From new software to changes in our marketing materials, we are creating systems that will eventually make it easier for our members to participate in our organization. We are partnering with initiatives of the Unitarian Universalist Association, churches and outside groups. These partnerships enhance and support our mission and serve our community.

Mission

- We opened new spaces on campus for families and people who needed more accessible places to live while they were on campus by renting Claflin and the cottages. We hope to do the same with the Hopkins House.
- We have reached out to new ministers in the UUA who will be coming this summer. We have also presented about Ferry Beach to more churches and to District meetings than in the previous year.
- We are moving to a 2-year cycle with our conferences, which we help will continue to build our relationships with others around our mission and vision.
- We have made a partnership with the Standing on the Side of Love initiative of the UUA and hope to continue cultivating multicultural initiatives as well as supporting ministers who are beginning their service.
- An increased presence on line this year included an online book group this winter.
- We were able to provide the Maine People's Alliance student volunteers a place to stay for a week while they worked on canvassing our community.
- We were also able to assist the Sierra Club in their conservation efforts here in the area of southern Maine and we continue to host the Saco Shoreline Commission for their meetings.

Membership

- We had 1700 members, which represent about 1000 individual or family memberships and close to 700 life members.
- We passed a Communication Policy to strengthen our transparency in sharing information with our members related to governance. Upgrades to our website make it much easier to find information. We now have a member home page.
- We began sending the Discovery every other month instead of 3 times a year to share more information with our members.
- We said good-bye to long time Ferry Beachers Joyce Lamb, Bobbie Green, Andy Guy, Marion Emery and Cathy Packard who all made their transition this year.

Fund Development

- We are grateful for the support that we have received from our donors. Last year our contributions totaled \$81,256.
- We continue to build our sustaining donors and the list of individual donors.
- We opened our Harvest Banquet in November to all of our members and were able to share more about stewardship to a larger number of people. As a result, the

Harvest Banquet increased revenue by \$12,000, (some of which will show up in 2014 as these were either new monthly pledges or sustaining donors.)

Financial

- Our Treasurer will share more of the details of our financial position.
- A few highlights: The economic downturn seemed to slow both our weekend group rentals as well as our summer conference season. We did better with more vacationers coming to Ferry Beach in this last year. We did have a slight increase in revenue through the summer months. We also decreased, by \$75,000, the amount of compensation we gave away in conferences.
- With 50 rooms, we still have some challenges in family conferences where we are giving away about half the rooms in compliments.
- We have increased our revenue from our long-term renter by \$48,000 annually.

Physical Plant

- We did spend additional dollars to improve the physical facility.
 - New Flags to tie our campus together
 - The promised mattresses!
 - New paint
 - New roof on Quillen
 - New outside doors in Quillen and Rowland
 - New floors in Rowland and Quillen
 - Some new fencing around parking areas
 - Claflin renovation
 - New chairs in the auditorium (thanks to GAYLA)
- We opened new spaces on campus for families and people who needed more accessible places to live while they were on campus. (Claflin and Cottages)
- The dune grass we cultivated in June during Work Week and planted in October with the help of many individuals and the First Parish UU in Arlington, MA made it through the winter. (It is now host to an endangered species – a Piping Plover female is sitting on 4 eggs on our beach.)

Staffing

- Our full-time staff continues to be down to 3 FTE's and our caretaker, Roger White.
- We have been able to supplement our efforts with a few contractors who have helped us do some winter projects on our physical plant. We started the Grove washhouse renovation and finished it in 2014.

Marketing

- We posted the 2014 conference season on the web by October and had people registering for the conferences by November 1.
- We printed less copies of the summer booklet and sent more copies to churches along with a poster about Ferry Beach.

- We went over 2000 likes on Facebook and were consistently posting each day throughout the year to generate additional “looks” at our webpage as well as our FB page.
- We took an ad out in the UU World for the first time in many years.
- We also are connecting with the local tourism sites in Maine and New England, something we had not done in the past.
- We have plans to do more evaluations after conferences and during conferences and workshops to get additional feedback. However, we are going to an online format.

In all, we are moving forward, deepening and returning to our roots as well as nurturing and supporting our members. We continue to make progress on our goals of right relations and financial sustainability. We are hoping that this year, 2014, we will be able to offer our first conferences in the winter months. Look for other online opportunities, like our book group last year that you can create into a community experience with friends and family around you.

Respectfully submitted,
Cathy Stackpole

Treasurer's Report
June 2014
By Carolyn Hodges

**Ferry Beach Park Association
Financial Report -December 2013 Overview**

• Baseline FY 2013 Financial Information:

	<u>2012 (actual)</u>	<u>2013 (actual)</u>	<u>2014 (budget)</u>
- Revenue	\$1,094,753	\$1,160,189	\$1,220,250
- Expense	(\$1,094,903)	(\$1,158,701)	(\$1,220,866)
- Net Income	(\$150)	\$1,488	(\$616)

• Debt Service Status:

	<u>2011</u>	<u>2012</u>	<u>2013</u>
- Principal paid	\$36,410	\$30,579	\$49,625
- Interest Expense	\$46,611	\$50,119	\$43,976
- Line of Credit (12/31)	\$90,000	\$68,000	\$100,000
- LT Debt Outstanding	\$985,199	\$935,975	\$913,789

- Refinanced debt to reduce interest costs (June 2013)
 - 2014 budget priority to repay the LOC and return to original purpose to absorb seasonal cash flow fluctuations occurring in the winter months with the expectation of full payment each summer.
 - LOC Balance at 5/31/2014 \$75,000 (2014 budget contains further Q3 pay down)
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Ferry Beach Park Association Financial Report - December 2013 Expense Analysis

- **Key Revenue Drivers**

	2011	2012	2013
– Stewardship	\$79,308	\$93,619	\$81,257
– Programs (net)	\$683,706	\$692,030	\$746,442
– Rental	\$202,856	\$248,769	\$220,110
– Other	\$40,992	\$60,485	\$112,380

 - Reduction of “compliments” from in excess of \$270 thousand to \$175K over these periods
 - Realize Increasing revenue from long term renter effective 2014

 - **Key Expense Drivers**

	2012	2013	2014 (budget)
– Staffing Costs	35.7%	33.4%	30.7%
– Food Service Costs	24.6%	25.0%	23.1%
– Maintenance	11.8%	12.4%	8.6%
– G&A, other	27.9%	29.2%	37.6%

 - Staffing/Food costs flat /decreasing (fewer #, smaller % and stable food service cost)
 - Maintenance – unbudgeted expenses incurred extermination,(\$10k) mattress replacement (\$14 k), roofing \$10k, Clafin repair \$11k, dunes and grove \$7.5k)
 - General & other – offset other unbudgeted expense with managed costs (total arbitration \$27k, loan re-fi \$5k, LOC payment)

 - **Continue Program to Improve Cash Flow - 2014 and beyond:**
 - Increase Beach Usage Modified housing options
 - Stewardship/Annual Giving Focused Service Campaign
 - Expense management Reduce debt service
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2014 Stewardship Committee Report

By Cyd Melcher, Stewardship Committee Chair

Ferry Beach relies upon the philanthropic support of our members and friends for programs and operations. No nonprofit organization makes ends meet on income from programming alone. Annual gifts and other contributions helps us fill the gap between what we receive for room, board and conference fees and what it actually costs to run Ferry Beach. Annual giving helps ensure conferences are adequately staffed, our campus is maintained, and we have lights and hot water.

The Stewardship Committee and the FBPA Board continue to build on efforts in previous years to encourage people to become Sustaining Members, contributing a regular amount each month or quarter, often automatically through a bank draft or charge to a credit card. Thanks to your generous response to these efforts, we raised \$81,256 in annual contributions, a little more than half again as much as raised in FY2012. We had 194 donors in FY2013, 80 of them Sustainers.

Our income from memberships reached about \$10,000 from 1700 (annual) members. In FY2013 we opened up our fall event for Life Members to include and celebrate other donors and talk about upcoming projects for which the Beach needs support. We would especially like to thank GAYLA brother Paul Belyea who stepped up right away and committed \$9,000 to rebuild the Quillen porch.

For more information about capital projects like the Quillen porch or other ways to give, please check out our website at FerryBeach.org

Again, we are grateful for your enthusiastic support of Ferry Beach in FY 2013. If you haven't given yet in FY 2014 please do so and encourage your friends to join you.

Committee Members: Carolyn Hodges, Paul Riechmann, Cyd Melcher, Chair

Program Committee Report to Members
By Lydia Gibb, Committee Chair

The Program Committee is charged to develop and implement policy regarding programs of FBPA, help guide staff in assessing offerings and advise the board on various program matters. Current projects include developing policy around program content, scheduling and financial viability.

Program content is being evaluated to ensure it aligns with the mission of FBPA, our core values and UU Principles. We intend to ask conference coordinators how they perceive programming alignment in their week with mission, values and principles. This will be a great help in evaluating proposals for new conferences.

Program scheduling includes how conferences are scheduled for the summer, which conferences should occur during the same week and thus share the facility, the amount of notice given for changing conference weeks.

Program financial viability will include guidelines for determining conference sustainability, and how to make changes to either grow a conference or discontinue it.

Additionally, the Program Committee is discussing optimal use of FBPA facilities and how to support and grow year round programming given current space constraints, primarily concerned with winter use. We would like membership to join us in this discussion.

Please contact the committee through our board email: board@ferrybeach.org

Respectfully submitted,

Lydia H. Gibb, Program Committee Chairperson
Jaime Lederer
Mark Koenig
Susan Hamlett
Steve Onacki
Cathy Stackpole

