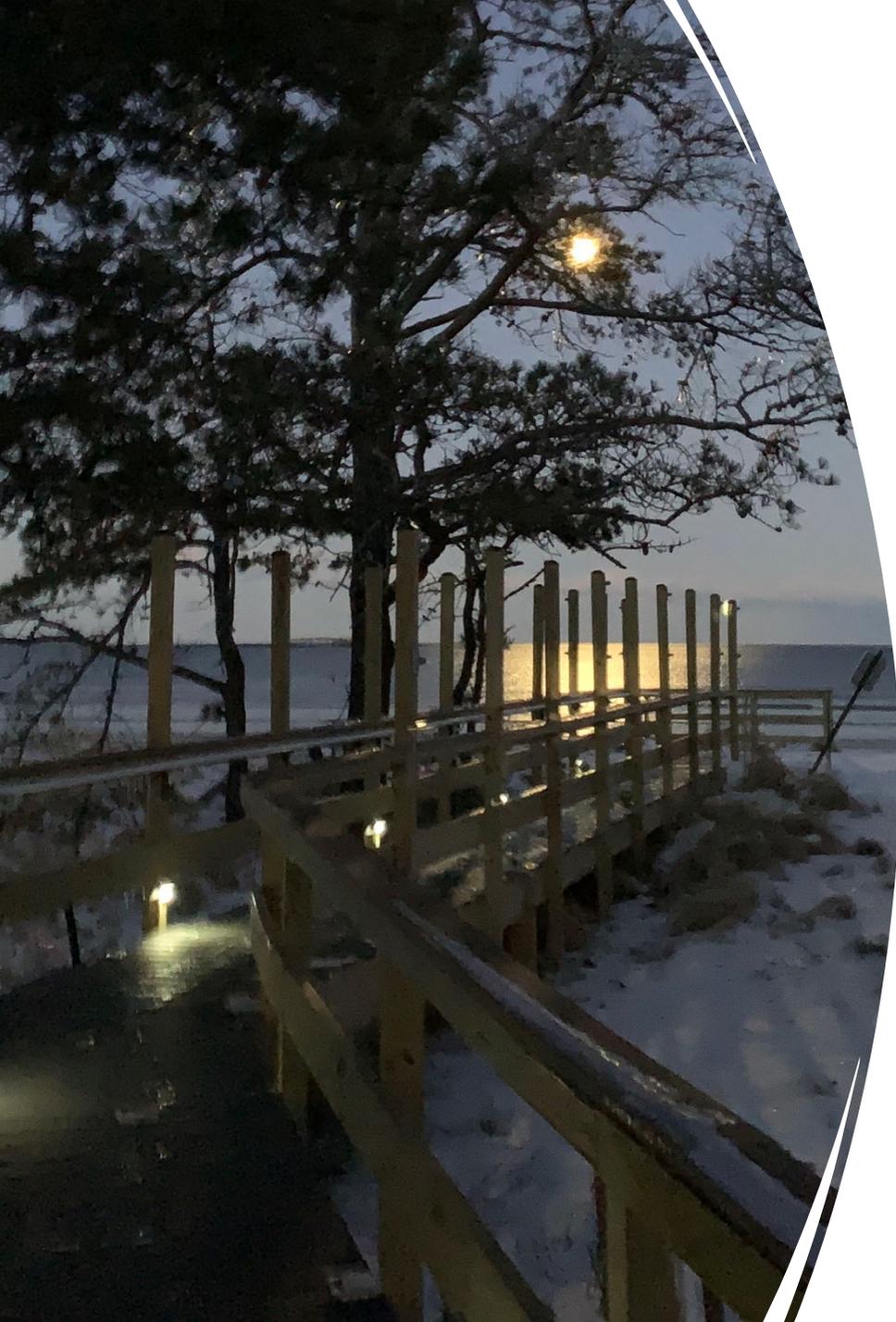




Ferry Beach – 10 Year Retrospective

2011 - 2022 The Impact of New Dining Room
and Change in Leadership



The Big Goal in 2011 for the Board

- Derived from the building of dining Hall.
- Incomplete Capital Campaign
- Interim Executive Director who was a placeholder
- Hire a new Executive Director

Right the Ship: Stabilize the staff, address the million-dollar debt and million in deferred maintenance.

Address the million-dollar debt and million in deferred maintenance.*

- Find out what is leaking cash?
- Create Long Term Income
- Build a Culture of Philanthropy
- Address Mission, Vision & Relationship to UUA
- Address the entitlement culture
- Pay attention to the jetty and what needs to happen with it

*Staff Identified These Strategic Questions from Larger Goal



Leaking Cash 2011



- Summer model gives away too much in comps
- Eco school takes 70% of time and returns 12% income
- Summer staff stay in premium property
- Church group model disadvantages Ferry Beach
- Contract with food service vendor costs more than if we had our own staff.
- Reduced comps to volunteers to something more reasonable.
- 90 Days of summer and 120 days of shoulder plus 155 winter days without school and using premium housing.
- Premium housing in summer increased revenue
- Churches were responsible for filling spaces.
- Our own chef brought off season activities.

Create Long Term Income

- Stopped the Leaks
- Filling in summer weeks that were/are slow
- Building relationships with new groups like Buddhists, Al-Anon and others
- Looking for ways to increase connection to Ferry Beach by donors, including planned giving and GRATITUDE!
- Begin to connect with organizations in the shoulder season to fill in spaces (COVID Interrupted)
- Stop taking money from Endowment
- Fix up facilities.

Build a Culture of Philanthropy

- Increased sustaining donors from 49 to 114. (\$3000/month to almost \$5000/month) (2017 - 2021)
- Find Foundations that would be a "fit" for Ferry Beach (+\$15,000 annually)
- Articulate what is needed in facilities and capital and fundraise for specific items (Capitalized over last 4 years: \$332,627, much of it covered by donations and savings.)
- Train board and staff around Culture of Philanthropy Model
- Adjust relationship with Life Members.
- Build relationships with donors. Say Thank You!



Mission, UUA and Governance

- Mission clarity created donors and helped staff know who to attract and partner with for workshops and activities on campus. It focused board work.
- UUA relationship had shifted 10–12 years prior to 2011 and culture of FB believed that UUA would somehow “save” Ferry Beach. Board was also unclear about the relationship.
- Focus on being a 501c3 organization at board level.
- Governance lacked clarity for staff and board members. (Who does what?)
- Policy Governance helped build a new culture of members and create professionalism in the organization.

Culture Shift: Entitlement to Volunteer

- Create a core of volunteers. Build altruism.
- Focus on Beachkeepers.
- Sustaining donors led the charge to support the beach through COVID.



Local Issues: Jetty, Community

Invited the Shoreline Commission of the City to meet at Ferry Beach resulting in new friends and donors.

Partnered with Save Our Shores in Camp Ellis, Connection to Maine Geologic and others.

Creating Community Dinners led to appointments to commissions by staff

Allowing the Chamber to use space for free, brings in new resources.

Built relationships with local community and built good will, which has resulted in local donations and members.



Renaissance Interrupted

- THE PLAN:

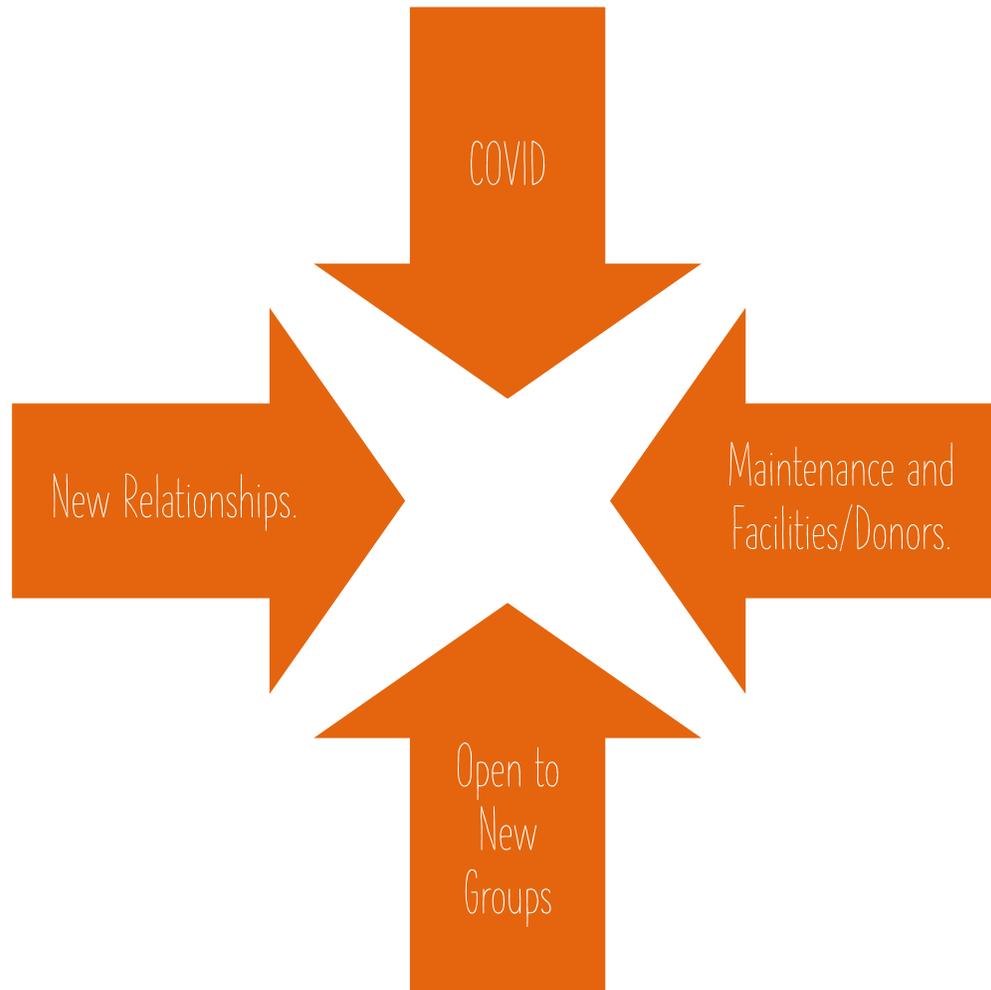
- School would leave in 2018
- Spring 2019: Funding supported the fix up of dorm rooms (new tables, lamps, etc.)
- Paint, clean, spruce up the place in Spring of 2019
- Start "showing" FB to potential partners in fall of 2019
- Get contracts for spring of 2020

- WHAT HAPPENED:

- School Left in 2018
- We added lamps, tables, paint to facility
- We got contracts with many new groups for spring of 2020
- COVID HAPPENED!
- Many new groups postponed plans and have yet to reschedule.



Where Are We?

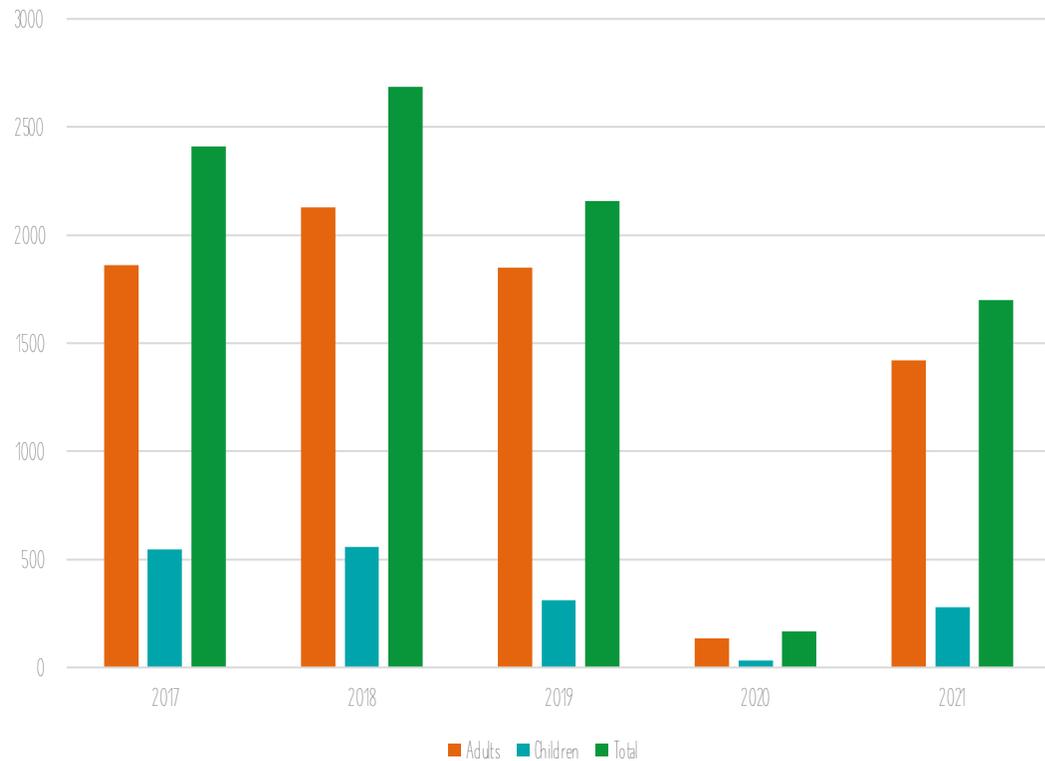


- We are grateful for the donors who stepped up increasing donations by 100% through 2020–2021
- We continue to do what we can to host organizations and events, focus on space and outdoors.
- We have not touched the endowment.
- We are learning more about CARES relief funds.

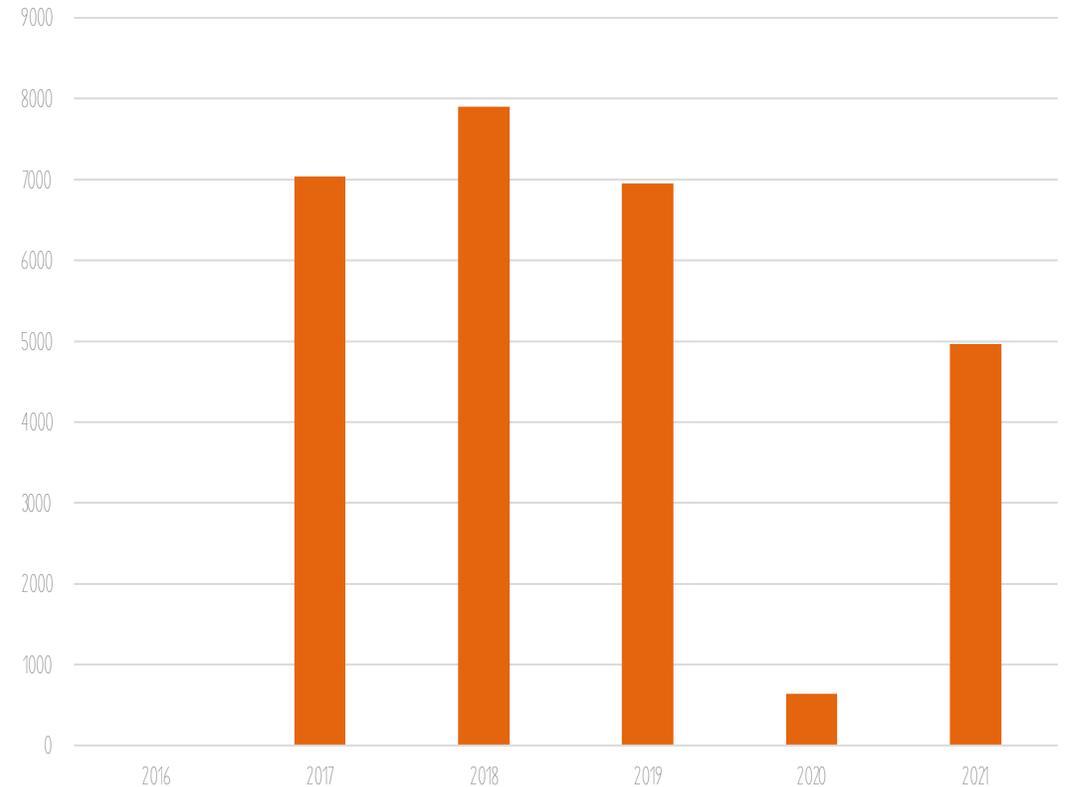


COVID Impacts Key Revenue Drivers

2016-21 Persons Attending Summer at Ferry Beach



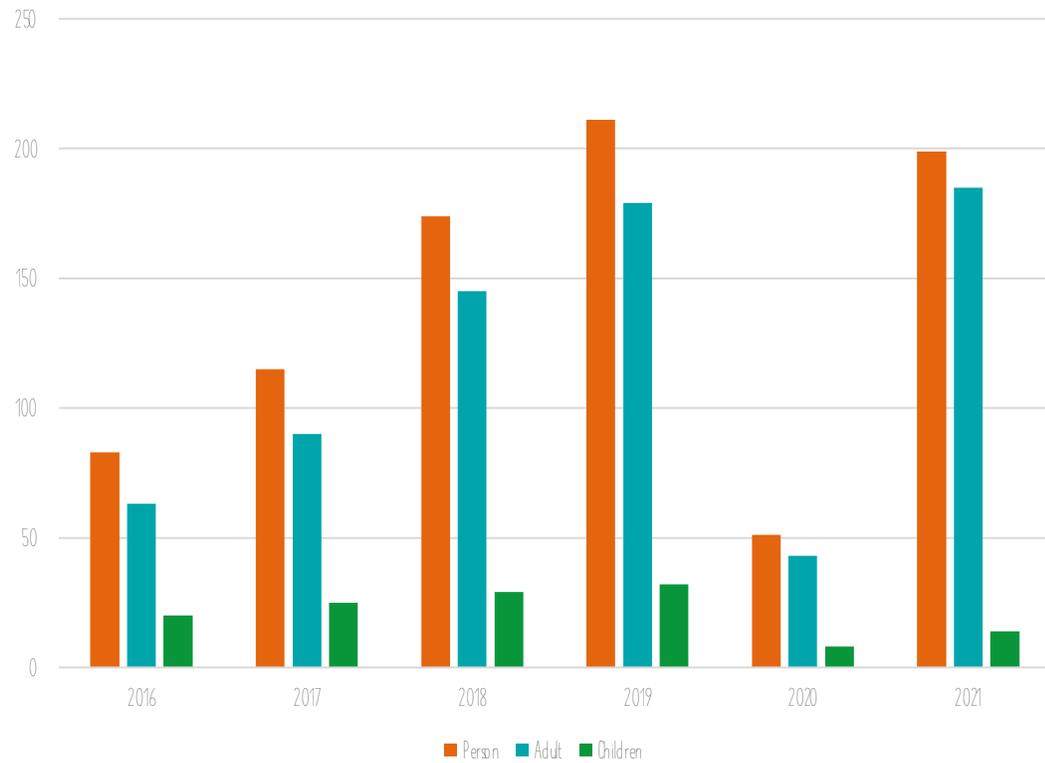
2017-2021 Bed Nights



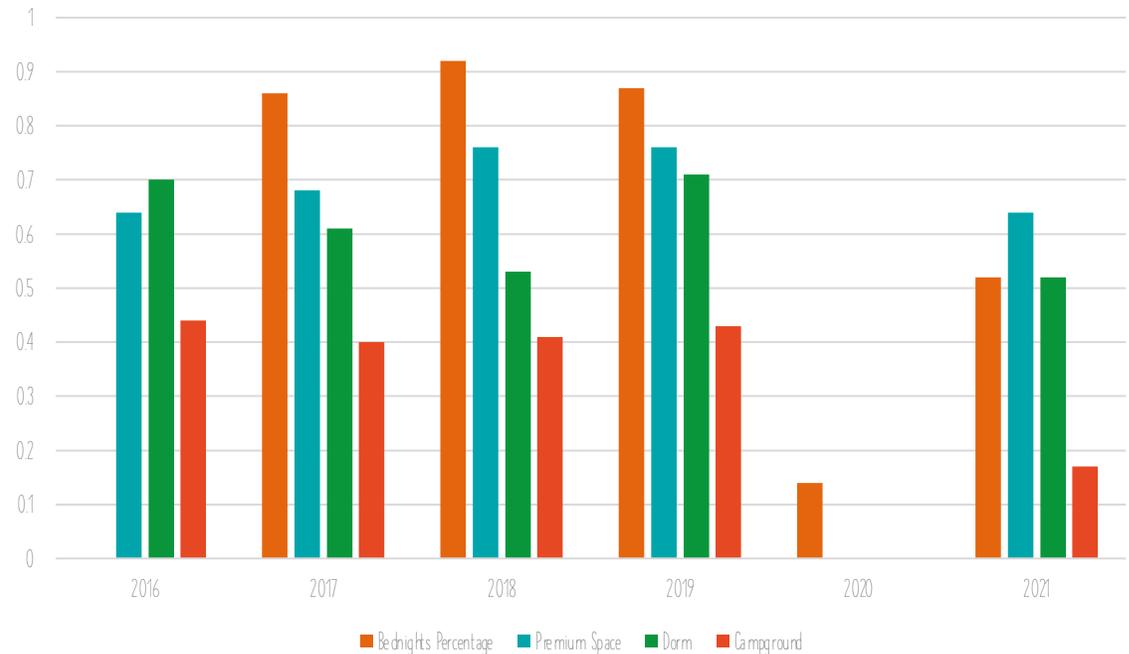


COVID Impacts Key Revenue

Labor Day



% of Housing Full Premium, Dorm, Campground and Overall



Challenges Ahead

Climate Change and the Jetty

Gardiner Cottage

Demand for more private bathrooms in lodging year-round. Winter meeting space and lodging is needed.

Winterizing our year-round buildings which may include heat pumps and insulation could be one solution.

**Where we are on
the Big Goal of:**

**Addressing the
million-dollar
debt and
million in
deferred
maintenance.**

- Our debt stands at about half a million dollars.
- We have stabilized our buildings and grounds except for Gardiner and Claflin Cottages.
- We have built a great relationship with the Metz family to protect and preserve the Metz Village and with Tom Allison for Cross Cottage.
- We have many more friends and organizational relationships. Our local community sees us as an asset.

Thank You!

- How do we engage others in a future that is sustainable?

