

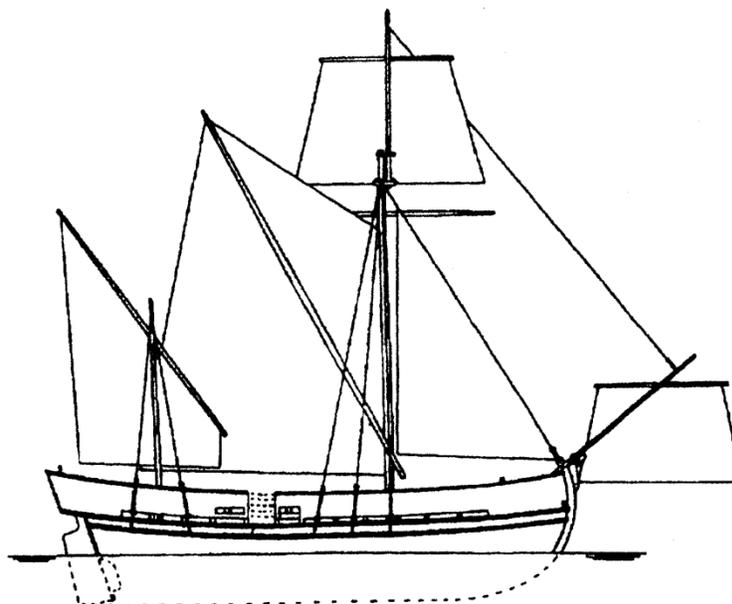
# Maine's First Ship 2014 Business Plan

January 2014  
to  
December 2015

*Maine's First Ship is a 501 (c) (3) non-profit organization founded in 1997 to memorialize the efforts of those who built "Virginia", the first English ship built in North America to cross the Atlantic.*

*"Virginia" was constructed by the Popham Colonists at Fort St. George in 1607-8, thirteen years before the Pilgrims landed in Plymouth. Popham Colony, the first English settlement north of Jamestown, was located near the mouth of the Kennebec River.*

1. Strategic Plan
2. Executive Summary
3. Officers of the Board
4. Supporting Organizations
5. Annual Report 2013



*Maine's First Ship Virginia – Outboard Profile*



## MAINE'S FIRST SHIP 2014 BUSINESS PLAN

### 1. STRATEGIC PLAN

#### VISION

*Maine's First Ship will build and operate a 51' 6" reconstruction of the pinnace Virginia to promote an understanding and appreciation of Maine's shipbuilding heritage and general history of this area and its peoples.*

#### MISSION

*We will offer a range of educational programs, centered on historic ship design, construction, operation and maintenance skills designed to promote interest and participation in our local history and community. We will engage students of all ages in the "hands on history" reconstruction and operation of Virginia on the rivers and coast of Maine.*

#### MAINE'S FIRST SHIP SHORT TERM AND LONG TERM STRATEGIC OBJECTIVES/GOALS

##### 1) Construction and operation objectives/goals (VESSEL COMMITTEE):

- a. **Short term: (Budget = \$52,992)** Through December 2014 we will complete Virginia's hull planking. We will work with the Education committee to develop a summer program for students and procure summer program *Virginia* building materials. We will continue planning for the next phase of building. We will continue to recruit building volunteers including past students. We will make *Jane Stevens* seaworthy, place her on a summer mooring, and commence shallow crew training.
- b. **Long Term:** In the following three years we will continue to source and order materials to build *Virginia*, outfit the vessel and conduct test and activation of the equipment, vessel structure, systems and sails. We will develop a positive and informative relationship with the Coast Guard inspector(s). Alliances with, potential equipment vendors and other operation and maintenance partners will be strongly maintained. Crew, vessel maintenance and winter storage requirements will be identified and planned. Launching *Virginia* will be planned and implemented. Operations and safety training for all hands will be conducted. *Jane Stevens* maintenance will be continued.

##### 2) Education objectives/goals (EDUCATION COMMITTEE):

- a. **Short Term: (Budget=\$5,500)** Through December 2014 we will seek to increase trade and maritime related skills for middle and high school students. We will connect students with maritime heritage through hands-on summer programs related to maritime history and skills. We will establish a positive and supportive environment for youth while fostering community connectedness which inspires personal growth.
- b. **Long Term:** During the next three years, MFS will develop year-round educational programs for students of all ages and for visitors from afar. Shipboard Displays and Exhibits developed in cooperation with the Commercial Arts program of the Bath Regional Career and Technical Center which will explain the history of the Popham Colony and *Virginia* will be maintained in the Bath Freights shed and aboard *Virginia*. An Operational Plan, offered by a ship captain and a teacher, will train high school students and volunteers in how to crew and maintain *Virginia*. A Regular Program of Day Sails on the Kennebec River and surrounding waters will be offered for schools—elementary, secondary, and higher education—in the region and for tourists during the summer. Public Tours and Lectures will be planned to teach participants the history of the Kennebec River, and Summer Teacher Workshops will be offered for science curriculum and staff development credits.



## MAINE'S FIRST SHIP 2014 BUSINESS PLAN

### MAINE'S FIRST SHIP SHORT TERM AND LONG TERM STRATEGIC OBJECTIVES/GOALS

#### 3) Financial objectives/goals (DEVELOPMENT COMMITTEE):

- a. **Short term: (Budget = \$5,000)** Through December 2014 we will identify sources of operational funding based on annual budget requirements. Working with the executive committee, we will locate and engage corporate sponsors. We will develop and submit restricted and unrestricted grant applications, request donations (including in-kind, annual campaign and Capital Campaign) and solicit annual membership renewal.
- b. **Long Term:** In the following three years we will continue to identify new sources of operational funding based on annual budget requirements. Working with the Executive Committee, we will locate and engage additional corporate sponsors. We will continue to develop and submit grant applications, request donations (including in-kind, annual campaign and Capital Campaign) and solicit annual membership renewal.

#### 4) Organizational Objectives/goals (EXECUTIVE COMMITTEE):

- a. **Short term: (Budget= \$30,901)** Through December 2014 Maine's First Ship officers will manage the daily operations and staff of Maine's First Ship, hold and record monthly meetings of the board of directors and review new business, refer to committee and/or make recommendations to the board. They will endeavor to expand board membership to include many regions of Maine and build international interest and membership. Working with the Development Committee, top level emphasis will be placed on follow-up pledges and the engagement of corporate sponsorship.
- b. **Long Term:** During the following three years, Maine's First Ship Board officers will continue to lead activities that are centered on broadening Board membership to include additional states and international representation. Pledges and corporate sponsorship will be pursued by Maine's First Ship Board officers with diligence.

#### 5) Membership and Publicity objectives/goals (MEMBERSHIP AND PUBLICITY COMMITTEE):

- a. **Short term: (Budget = \$3,000)** Through December 2014 we will promote recognition and recruitment of members and volunteers, and create and enhance public awareness of Maine's First Ship education programs, non-profit collaborations and *Virginia* construction through, press releases, website updates and Maine's First Ship bi-monthly newsletter and targeted mailings. We will act as a clearing house between volunteers and committees. We will ensure the Maine's First Ship volunteer handbook is up-to-date and distributed to volunteers. We will maintain and promote adequate inventory of merchandise.
- b. **Long Term:** During the following three years we will continue to promote recognition and recruitment of members and volunteers, and create and enhance public awareness of Maine's First Ship education programs, non-profit collaborations and *Virginia* construction through, press releases, website updates and Maine's First Ship bi-monthly newsletter and targeted mailings. We will act as a clearing house between volunteers and committees and maintain the Volunteer Handbook and volunteer data.

#### 6) Financial objectives/goals (FINANCE COMMITTEE):

- a. **Short Term: (Budget = \$0)** Through December 2014 we will continue to our refine account structure to provide the most direct line of accountability from funding source to expense category. We will schedule and execute annual audit per Maine's First Ship bylaws. We will monitor endowment status, develop annual budget and ensure all accounts payable are current. Financial status will be reported to the board monthly.
- b. **Long Term:** In the following three years, we will maintain an account structure which provides direct line of accountability from funding source to expense category. We will continue to monitor endowment status, develop long term annual budget. We will develop and report monthly and annual financial requirement forecasts and available funding to the board.



## MAINE'S FIRST SHIP 2014 BUSINESS PLAN

### 2. EXECUTIVE SUMMARY

Maine's First Ship is a historically significant reconstruction project that we have integrated into practical shipbuilding and ship operation programs for the education of students of all ages. As we build *Virginia*, our floating classroom, we are engaging students in annual summer shipbuilding courses that teach traditional skills. Programs include lofting and related math, carpentry, as well as ship preservation, operation and maintenance that will help prepare participants to succeed in real life employment. We teach the science of shipbuilding in a condensed historic context.

*Virginia*, the first ship built in North America by English colonists, was built in 1607-1608 at Popham Colony's Fort St George. This, the first English settlement north of Jamestown, was located at the mouth of the Kennebec River. Seeking the Northwest Passage, gold, timber and other valuable commodities to benefit both England and the colony, these colonists included "one Digby of London." Assigned to produce a vessel for coastal exploration and trade, he built the pinnacle *Virginia* having a burden (storage capacity) of "about some 30 tuns."

With an experienced crew of perhaps a half-dozen, plus many other colonists used to find, cut and haul timber to the site, Digby began Maine's long tradition of quality shipbuilding with 4000 ships built just on the Kennebec. During her lifetime, *Virginia* crossed the Atlantic at least twice, including the trip back to serve the Jamestown colony.

The 51' 6" reconstruction of the pinnacle *Virginia* will be constructed to meet the Coast Guard Standards for Small Passenger Vessels. This project has drawn strong collaborative support from the City of Bath, Regional School Unit #1 (RSU#1) and local officials.

Maine's First Ship Board of Directors is comprised of local educators, historians, business leaders and experienced shipbuilders. We have also attracted board members from other areas of coastal Maine, and continue to recruit board membership to broaden our membership to represent every county in the State of Maine. Annual Business and Strategic Planning Updates, developed and approved by the board, provide the framework to plan the work of Maine's First Ship. Under the current five year plan, our 2014 financial objectives are comprised of fundraising activities, grant applications and obtaining corporate sponsorship to raise \$75,700 for construction and education programs. Financial budgets for 2015-2018 are \$99,257, \$118,874, \$133,092 and \$134,616, respectively, and are already being pursued by the Maine's First Ship Board. During 2013 Maine's First Ship raised \$ 59,572 for construction and education programs and collected an additional \$10,000 in pledges. We also hold \$54,500 in pledges in Accounts Receivable.

Beginning with the 2010 Summer Shipbuilding Program with RSU#1, students have learned practical shipbuilding skills in an historic context. Students documented their summer activities and produced an award winning video of students and adult volunteers as they lofted, patterned and built the shallop *Jane Stevens*, an award winning vessel that continues to draws critical acclaim. Students earned 2 elective credits and a letter of community service and recommendation. They have acted as museum and shop docents and learned to row and sail with Chuck Mainville and his organization Kennebec Rowing in his 4 man ocean rowing gig.



## MAINE'S FIRST SHIP 2014 BUSINESS PLAN

Work began on the pinnacle *Virginia* in the 2011 summer season. We laid *Virginia's* Keel, fabricated and raise four mid-ship ribs and built and raise the ship's stem (bow). Students and volunteers also fabricated and raised 18 frames for a bow truss boatshed and enclosed it with a greenhouse plastic. During the winter program at the Bath Regional Career and Technical Center students learned to outfit *Jane Stevens* with masts and rigging and the sails donated by Nat Wilson Sailmakers.

*Virginia's* lofting and pattern making continued through the winter of 2011-2012 and patterns for the forward 14 frames were ready for use to start the 2012 Summer Shipbuilding Program. Three white pines were donated and 9 students commenced work on fashioning the main yard in July of 2012. Adult and student volunteers also worked on *Virginia's* main mast and crowjack during the summer season, turning to frame construction in August when white oak shipments began to arrive. *Virginia's* boatshed was rebuilt.

During the 2013 summer/fall season the remaining ship frames were cut, assembled and raised to *Virginia's* keel and hull planking was procured and stored to season for installation in 2014. Both halves of the keelson have been installed and all full frames have been bolted through keelson and keel. Academic curriculum with RSU students included our first apprentice shipwright this season, chosen from our student alumni.

During the 2014 season *Virginia's* last frames will be completed and the transom installed. Hull fairing will continue and planking will begin. Middle and high school students are invited to participate in two, three week boatbuilding courses which are integrated with *Virginia's* construction goals.

Planning for 2015-2017 construction and operation activities will continue.

Post construction plans include program curriculum that is aligned with programs at Maine middle schools, Maine High schools and in the regional vocational programs. Maine students will participate in programs that teach operating and maintaining a traditionally rigged sailing vessel. Lessons will include vessel preservation, practical seamanship, sail theory, traditional and modern navigation, effective communication and teamwork with an apprentice-crew phase in which students will continue to earn academic credits.

Students and volunteers will learn to handle the *Virginia* and will participate as crew members and interpreters for the ship during educational and sightseeing sails, working with younger Maine students and the public. This will provide students an excellent opportunity to develop skills and experience to cite when applying for post-secondary school opportunities.

Veterans and their families will be our guests as Maine's First Ship honors those who serve and have served our nation. Complimentary tickets for public sails will be available to our business sponsors, underwriters and supporters to thank them for their support.

*Virginia* will act as Maine's ambassador to other historic shipbuilding ports along the Atlantic east coast such as Jamestown, Plymouth and Mystic.



**MAINE'S FIRST SHIP 2014 BUSINESS PLAN**

Maine's First Ship will continue to develop collaborative relationships with other non-profits who are engaged in complementary missions such as education and preservation/promotion of the local history and economy. We are partners in preservation with the Bath Freight Shed Alliance, contributing funds and volunteer hours to the preservation of our classroom and workshop, one of two remaining 19<sup>th</sup> century freight sheds on the Kennebec.

Our partnership with Main Street Bath is another example of the mutually beneficial relationships we seek to establish and foster in our community. Our reconstruction site, conspicuously located on prime Bath waterfront, reflects the commitment of these relationships and continues a long and distinguished shipbuilding tradition. The highly visible reconstruction and operation of *Virginia* on the rivers and coast of Maine will inspire and inform visitors, volunteers and Maine students as they learn about the early shipbuilding history of Maine and our nation.

**3. OFFICERS OF THE BOARD CONTACT LIST**

Officers			
<b>ORMAN HINES</b> <i>President</i>	H: 389-2419 C: 607-1562	<a href="mailto:hineso@comcast.net">hineso@comcast.net</a>	PO BOX 6, Sebasco Estates, ME 04565
<b>JEREMY BLAIKLOCK</b> <i>Vice-President</i>	H: 232-0055	<a href="mailto:great_gardens@hotmail.com">great_gardens@hotmail.com</a>	31 Old Stage Rd. Arrowsic, ME 04530
<b>GAYLA TEAGUE</b> <i>Treasurer</i>	H: 443-5172	<a href="mailto:breezekist@hotmail.com">breezekist@hotmail.com</a>	P.O. Box 119 Woolwich, ME 04579
<b>ALLISON L. HEPLER</b> <i>Secretary</i>	H: 442-0754	<a href="mailto:ahepler@maine.edu">ahepler@maine.edu</a>	417 Montsweag Road Woolwich, ME 04579

**4. The following local non- and for-profit organizations have provided volunteer hours, in-kind and cash donations in support of Maine's First Ship construction and education programs:**

- |   |                                     |                                |
|---|-------------------------------------|--------------------------------|
| <b>Business Members:</b>                  |                                     | <b>Partners:</b>               |
| C.W.Rogers, Inc                           | Patti Irish Media                   | Robinhood Marine               |
| Reed and Reed                             | Frohmler Construction               | Nat Wilson Sailmaker           |
| Stevens Sawmill and Construction          | MW Sewall                           | Bath Freight Shed Alliance     |
| Seaflower Garden and Design               | First Federal Savings & Loan        | Rockport Marine                |
| Bath Savings Institution                  | Now you're Cookin'                  | BFC Marine                     |
| Henry and Marty's Restaurant and Catering | Higmo's Inc                         | Maine Maritime Museum          |
| Sebasco Harbor Resort                     | <b>Foundation Supporters:</b>       | Main Street Bath               |
| TMA Development                           | New Hampshire Charitable Foundation | Morse High School              |
| JR Maxwell & Co                           | IBM International Foundation        | Theodore & Theodore Architects |
| Big Barn Coffee                           | Maine Historical Society            | Bath Farmer's Market           |
|   | Baldwin Foundation                  | Bath Iron Works Corp.          |
|   | Davistown Museum                    |                                |



**MAINE'S FIRST SHIP 2014 BUSINESS PLAN**

**5. END OF YEAR CLOSING - ANNUAL REPORT 2013**

2013 Maine's First Ship \$ Summary	INCOME		EXPENSES
Restricted Individuals and businesses	\$16,014.88	Capital Development Expense	\$3,778.04
Unrestricted Individuals and businesses	\$11,848.78	Member Services	-\$1,956.43
Memberships	\$4,526.00	Education Expense	\$4,507.15
Event Revenue	\$8,067.00	Professional Compensation	\$0.00
Annual fund	\$15,070.00	Facilities Expense Freight Shed	\$5,053.73
Merchandise Sales	\$2,183.25	Annual Fund Expenses	\$705.00
Other income	\$1,001.20	Office Services & Insurance	\$16,483.34
cost of goods sold	\$1,097.48	Vessel Expenses	\$29,277.72
		reconciliation	\$0.00
<b>Total income</b>	<b>\$57,613.63</b>	<b>Total expense</b>	<b>\$57,848.55</b>
<b>Net operating loss/profit</b>			<b>(\$234.92)</b>
<b>Accounts receivable (Pledge) adjustment</b>			<b>(\$14,500.00)</b>
<b>Net loss/profit post adj.</b>			<b>(\$14,734.92)</b>

ASSET ANALYSIS 2013	2013
<b>Total assets</b>	<b>\$248,285.37</b>
<b>Total fixed assets</b>	<b>\$157,686.53</b>
<b>Virginia fixed asset value.</b>	<b>\$130,069.15</b>
<b>Virginia's percent of fixed assets</b>	<b>82.50%</b>

During 2013, Maine's First Ship operated at a loss of \$234.92. \$10,000 in pledges were honored this year. Because the income for pledges is taken in the year pledged, this is 2013 cash which does not show in any 2013 income line but increases funds on hand. The development committee continues to work to validate pledges that are not receiving the attention of periodic payments promised. Pledges that are no longer viable in the amount of \$14,500.00 were removed from our asset base at the end of 2013 and we are moving into 2014 with a modest \$7,972.03 gain in total assets. Of the \$29,277.72 expended on Virginia during 2013 we have capitalized a \$25,434.52 increase to her fixed asset value. We also cleared accounting review to capitalize another \$14,389.50 from 2011 for a percentage of the educational shipwright's professional compensation during the first year of Virginia's construction. We will continue to validate and collect the remaining pledges in our accounts receivable and moved into 2014 with a cash value on hand of:

1040 · Jane Stevens Challenge	\$13,671.72
1000 · Checking - Other	\$14,960.32
1104 · Securities on Deposit	\$1,674.74
	\$30,050.20

**MAINE'S FIRST SHIP FUNDRAISING GOALS FOR 2014: \$75,700.00**