



September 11, 2024

Dear Aloha Community,

Another wonderful summer is complete. The tent fields, dining rooms, waterfronts, and art barns are now quiet. This summer, the Aloha Foundation had the great honor of serving thousands of campers at our three residential camps, day camp, and family camps. Our school year program, Hulbert, is now also up and running.

We the Board of Trustees hope that every participant in these programs had a joyous and transformative experience. We so appreciate the dedication and care of the Foundation team who tirelessly give of themselves to bring out the best in others and ensure program quality. Our key job as a board is to ensure that this type of transformational experience is available for generations to come.

The history of the Aloha Foundation stretches back 119 years, and the Foundation continues today in no small part because, over the generations, it has adapted to the changing world—while at the same time holding fast to its mission and values. When organizations stop looking outward to discern and respond to their changing relevance, complacency can creep in and make it harder to thrive—and, eventually, survive. Sadly, in recent years many camps have been unable to adapt and thus have had to close. These closures include camps very similar to ours that have existed for over a century. We intend to avoid that fate by continuing to innovate and adapt.

Despite all the wonderful impact the Aloha Foundation continues to create, the world is shifting in ways that are increasingly pressuring programs like ours. Costs are rising, school calendars are challenging, and many potential camp families are foregoing general outdoor experiences in favor of specialized academic and athletic activities. From 2013 to 2023, the Aloha Foundation's program expenses grew by 60%, while our revenues grew by only 35%. In 2024, our summer residential programs served substantially fewer campers than in 2019.

Throughout all of 2023 and into 2024, the Board of Trustees worked closely with the Executive Director, Camp Directors, and other staff leaders to evaluate enrollment trends. We asked the leadership group to consider possible new program offerings as well as numerous tactics to address recruitment. Some of these tactics were implemented for the 2024 summer and notwithstanding much effort, we did not reach our envisioned enrollment goals.

Thanks to the tremendous generosity of this community, the Foundation has been fortunate to have had the resources in recent years to weather COVID closures, cost increases, environmental risks, and enrollment challenges—while continuing to offer safe and inspiring programs. The Foundation is not in financial distress, and we are well able to continue running our strong programs while we address the current challenges. With that said, recently the Foundation has not been able to produce enough revenue to cover all the costs of the quality programming we provide, and this practice is unsustainable in the long-term. The answer cannot simply be to significantly raise tuition as our

prices are already putting camp out of reach for many families. In 2024, we were unable to satisfy all the requests for camperships, and campers who would have liked to attend remained on our waiting lists to receive a campership.

In April, the Foundation made the difficult choice to undergo a reorganization, approved by the Board of Trustees, to better enable us to modernize and address the current challenges. All those whose positions were eliminated were invited to apply for the new roles in enrollment and programming created as part of the reorganization.

In addition, the Foundation has recently made investments to significantly upgrade its financial and enrollment systems and expertise. These ongoing enhancements are eliminating inefficiencies and providing more accurate, program-specific data and cost accounting. In the future, this data will help us to plan more precisely and to better control costs. Similar modernization is underway in marketing and human resources, bringing enhanced capabilities to the Foundation as a whole.

The Aloha Foundation has also focused on ensuring it acts as a good steward of the environment, preserving its campuses, and preparing to address environmental issues as they arise. Without clean lakes and protected wilderness, our programs would be unrecognizable. The recent successful water treatment of Lake Morey, supported by the Foundation as well as state funding, is intended to prevent toxic algae blooms in the short- and long term. The Foundation is also working with local partners on an ongoing bioengineering project to reduce run-off into the lake at each campus through strategic planting at our waterfronts. In addition, an air quality monitoring system was recently installed to ensure accurate data is available if wildfire smoke impacts programming.

The Aloha camps have delivered amazing programs throughout their history because they have embraced enduring values while adapting to changing conditions. A key ingredient of this success is the support of our community of camp alumni, parents, former and current staff and our shared commitment to the Foundation. We invite you to share in the work of thinking about strategies that will help ensure equity and broad access to our programs, maintain appropriate and constructive communication within our community, and increase the reach of the Aloha Foundation brand. You can reach the board by email at electedtrustees@alohafoundation.org.

Many people in the Aloha community, including each member of the Board of Trustees, love the Foundation. We are committed to continuing to work with the Foundation leadership team to build a sustainable future, run robust programs in a fiscally responsible manner, and ensure that our programming meets the emergent needs of today's campers, families, and staff. Thank you for your steadfast belief in the Aloha Foundation's mission.

The Aloha Foundation Elected Board of Trustees