

**Approved Minutes**  
**UU Rowe Camp & Conference Center**  
**Board of Trustees Meeting**  
**Sunday, March 17, 2013**

Board Members Present: Clay Connor, Vice President; Cynthia Bolling, Clerk; Cathy Perkins, Albert Mussad, and Julie Neuspiel, Members-at-Large

Also Present:

Felicity Pickett, Executive Director, Arthur Samuelson, Director of Programming, Melody Litwin. Board member candidate, and Katha Kerr, Cabin Refresh Subcommittee Chair

Clay conducted a brief check-in and called the meeting to order at 9:30 a.m.

Approval of December 16, 2012 Minutes (Clay Connor)

There was a typo in Clay's last name. Cathy made a **motion** to approve the minutes as amended. Julie seconded. The motion was passed unanimously.

**Executive Director's Report**

In my last report I talked about the Rowe Spirit and the problem we have with defining that. At the end of the year, we often receive heartwarming notes from donors. This year, we received one from Meg Stone. I want to share it with all of you because I was very touched by her letter and I felt, "She really gets us." And even as she tried to describe what it was that makes Rowe special, she struggled to do that and could only do it in comparison to another center. But it is there in words and it is what we want to hold onto.

Meg talks about the connection between personal transformation and social justice and about warmth and connection and these are the key elements that make us unique.

In our case statement we say exactly that: "At Rowe, the focus on inner transformation is balanced by the awareness that to be fully human we need to take responsible action to transform our world." Our sliding-fee scale, the Woodside Diversity Program, the programs we have offered on social justice issues—all are the outward signs of this value we hold to and we can't lose sight of that, particularly as we make decisions for our future.

We spent the better part of the last two years dealing with Doug's retirement. But now it is time to get down to the hard work of planning for Rowe's future. There will be decisions to be made and it is important that we don't lose sight of who we are in making those decisions.

Since 2007, our enrollment has been declining. At this point, it looks like we may be beginning to turn that around. But we don't know what the future holds. We were fortunate in that when the decline began we were in a pretty good place financially. But as you will hear in the Treasurer's report, that is no longer the case. Our cash on hand has been dropping every year and we no longer have any kind of cushion that will get us through a bad spell.

This may sound like a lot of doom and gloom. Perhaps I'm being influenced by the program that is taking place this weekend, "The Crash Course." I'm really more of an optimist and we just had a really amazing month. I believe we can continue that. But I am also a realist and have been here long enough to

know that things ebb and flow and it is now, when things are looking up, when we have completed this transition, that we need to begin the work on a strategic plan that will sustain us in the future.

Kerri and I will be doing work in preparation for this next month and then we will be moving into the busy-ness of summer and the transition of the Board as we move into the next fiscal year. But I strongly urge the Board to begin to plan now. In October, Kim Klein will be coming back to Rowe. Development is key to our continued success. Please mark the dates and plan to be there October 18-20th. We have typically had a Board meeting that weekend and invited all Board members to attend the program at Rowe's expense. Whether you have attended Kim's program before or not, I strongly encourage you to attend this conference. I've gone three times and learned something new each time and have become more comfortable and confident in doing fundraising. She's also funny and delightful. You won't be bored.

And just as much of the focus of this year's Board work was on the transition, we need to be prepared to jump right into the work of creating a strategic plan next year and have a plan to do that in place before the fall, so that anyone joining the Board can be prepared and jump right in. Our work together is just beginning and it feels to me that it has had a rough start. I had hoped that we would have had a time and opportunity to talk more about that but it didn't happen. Time and space have intervened and it feels pretty distant now, so it seems best to let it go. I hope that we can get focused on the work that needs to happen here and to work together to develop a plan to sustain Rowe into the future.

I had the opportunity in January to talk with a couple of camp staff people: Zoe Donnelly-Colt and Heather Concannon. I spent several hours with Zoe and it was quite productive. Zoe had a number of concerns about camp operations. In talking with her, I realized that there needs to be better communication between me and the camp staff. There is still confusion about roles and she was encouraged to bring some issues to the Board that were clearly operational. There were a number of facts she didn't know, which might have alleviated her frustration, and she helped me to clarify some things that I was baffled about. For example, she was frustrated that the camp wasn't ready for JHC when they arrived and wasn't aware that the directors had requested to start pre-camp a day early and had been told that we probably wouldn't be ready for them. Hearing that changed how she felt. Likewise, she was able to shed some clarity on an issue that came up with Sr. High staff feeling like they were spending a lot of meeting time talking about kitchen staff and camp. I had never gotten much clarity about the issue until Zoe and I talked. Having these kinds of open dialogs is important—so much so that one of the ideas that came out of our talk was for me to ask for more time at pre-camp to have more dialogue with camp staff. She also said there was a lot of confusion about how Rowe is organized and I will address that when I meet with staff and give them a copy of the organizational chart, the role of the Board description that Cathy did for the Cabin Refresh Committee and the grievance policy.

Heather also had some concerns about camp and some philosophical issues around the rite of passage ritual at Transitions Camp. We had a good discussion and I told her that I would pass her concerns on to you. They are outlined in her letter.

I am glad for the opportunity to talk with camp staff and to listen to their concerns and can see that there is confusion that needs addressing. It wasn't clear to camp staff that I am the new Executive Director. They may not read *The Center Post* and they weren't among the donors that were called by the Board. Their response was quite positive and they seemed relieved by that. I look forward to more opportunities to speak with them.

—Felicity Pickett, Executive Director

## Discussion

Felicity remarked that Heather's letter highlights a trend she's noticed: people are being referred to the Board rather than talking to her about operational issues. We need to turn that around, said Felicity. As the first step, she asked the Board to begin to put together a strategic plan that we can begin to implement after the annual meeting, when our new Board leadership will be in place. She and Kerri will spend time in April looking at Rowe's cash flow as well as budgeting, with an eye toward identifying what our challenges are. The plan should address how the Board fields problem issues.

Clay mentioned that the Board looked at the problem issues question quite a bit last year and agreed on a plan. He suggested that we digest Heather's letter first and then decide how to respond at our April meeting. Right now, though, he felt that Felicity is the proper person to handle such issues with staff. No one disagreed.

Cathy offered to facilitate the strategic plan, for presentation to the Board in the fall.

Break: 10:15 - 10:25 a.m.

## **Director of Programming's Report**

### Catalog and *Center Post*

We designed the catalog with the intention of making it a more effective selling tool by better reflecting what an experience at Rowe is actually like. With the new look, we made a point of pointing with pride to our past and stating clearly that the vision and spirit of Rowe remain the same.

We have heard many complimentary things about the new design from both guests and presenters, and people I am looking to attract to come here, but probably the ones that meant the most to me came from Prue. "Where is this place?" she wrote. "I want to go there." That is exactly the sentiment we hope we will spark with others.

The catalog went into the mail on February 15, earlier than in past years. Of the total mailing, 25,000 went to our mail list, 6,000 went to subscribers of *The Sun*, and another 6,000 went in bulk to UU churches and other friendly institutions that display our materials.

We were able to put the catalog up on our website even before it was in the mail. We also have added a link on the front page of the website to an easily downloadable pdf. We redesigned our e-newsletter and are seeing an increase in the number of e-mails that get opened. I have made a barter arrangement with a friend from an ad agency who specializes in Internet analytics. She has been studying how our e-mails, website, and Facebook postings affect reservations and I will begin meeting with her next week to review the results.

I am now working on *The Center Post* and plan to have it in the mail before the end of April. I do not see any reason to change the design of the paper but we are going to drop the relisting of the catalog in the back pages and replace it with a centerfold calendar listing all the programs, which can be pulled out and posted for future reference. We will also use boxes throughout the paper listing programs that fit the theme of the article so that people may be able to search by subject as well as date—something we could not do in the catalog.

### Program Results

Two-thirds of the programs in the new catalog are given by people who have been to us before, often many times, and one-third of the programs were entirely new.

March is often a good month for us because it has the benefit of being listed in two catalogs and one *Center Post*. We are having an unusually strong attendance this March. Last year we had 153 registrations in March. This March we have 245 people registered for our programs. Of that amount, 122 are new to us. Libana brought in 36 guests, 13 of them new. Starhawk brought in 51 guests, 28 of them new. The Martensons' program, which is finishing today, had 50 participants, 46 of whom are new to us. This is a testimony to what happens when a presenter has an active role in marketing. Our challenge has always been to turn the people they bring us into our customers.

On the other hand, April—which is the first month in the new catalog and therefore gets the least time for marketing to have an effect—is often weak, and this April is looking particularly weak. So far, we have 25 registrations, compared with a total of 89 last year (which included two programs that were cancelled for low registration). I am working with the program leaders to try to increase their registrations, but I am not optimistic that we can turn it around.

While it is hard to know exactly why some programs succeed and others fail, there are some lessons for me here. Clearly, these were not good programs for our existing audience and were not strong enough to find us new audiences. I also learned that April is not a good time to introduce new programs. Five of the eight programs in April are new, and the two that are doing best are repeaters. In addition, because we have such a short marketing window, it is especially important that programs in April come with substantial marketing assistance from the presenters themselves. I am always looking to our presenters for this, and four of our April programs are backed by outside organizations, but clearly they were not strong enough.

Next year will be different because I have already scheduled proven programs for next April.

Fortunately, May and June are looking like they will be strong months for us, and we are working hard to make them be successful.

#### Staff

I am sad to report that Kanji Ruehl, who has been with us since November, is going to be leaving us. While living and working here, Kanji, who is a Buddhist priest, kept his apartment in Leverett so that he could attend to the Greenfield Buddhist community on his days off and recently became the Buddhist student advisor at Yale. It is not surprising that he found that his divided attention, combined with the intense demands of handling reservations, providing customer service to guests, coordinating with program leaders, and working with me as managing editor on the catalog made his life unmanageable.

In larger organizations, reservations and customer service are separate from marketing and programming. They require different skill sets and it is rare to find people who can manage both. However, we are a small organization and need people to be able to do many things. I, for instance, manage reservations, marketing, and programming. Felicity and I are talking about how we might rethink the division of responsibilities in the office to ensure that we can give excellent customer service and support our programs with the best marketing support we can afford. And prevent burnout, which has resulted in high turnover in those positions. I am really sad that Kanji is leaving and may explore with him the possibility of continuing to work with me remotely, though it will not be a substitute for him being here full time.

—Arthur Samuelson, Director of Programming

## Discussion

After the meeting ended, Arthur reported that Kanji has agreed to stay on with us at least until the end of the summer.

### **Report from the Director of Operations**

I am always amazed by the generosity of our Work Week volunteers. It is so gratifying to see the community they build during their short time together. We had a very successful winter Work Week, with higher than normal enrollment. During the week we were able to refinish the floors in the office area, finish Arthur's office, paint several guest rooms, and build thresholds for the bamboo floor and much, much more.

Following up on work that was completed during fall Work Week, we invited camp staff to a meeting to discuss potential uses for the former Chicken Butt building. Unfortunately, no camp staff attended. The meeting, which included me, Felicity, Jim, Katha, and Andy, was incredibly productive. We discussed the possibility of turning the site into an outdoor theater, with tent roofing. We are still working with a tent builder to determine the feasibility of manifesting our wishes for the space.

Felicity and I have been meeting with consultants regarding our DEP restrictions around building the addition on the Farmhouse. This is in conjunction with a grant we are applying for. The consultants are confident that the best strategy is to dig a new well and that if we are awarded the grant, the funds would be sufficient to allow the Farmhouse addition project to move forward.

The operations department has faced a few challenges this winter. One was the failure of the hot water heater in the Orchard Guest House. It happened on a Thursday, which gave us very little time to diagnose and resolve the problem. Thankfully, with some creative rearrangements of housing assignments, we were able to resolve this with no impact on guests. We also faced frozen pipes in the Rec Hall, of course again on a Thursday, due to minus-10-degree weather with high winds. Due to our strong relationship with our plumbing contractors, we were able to weather this unfortunate event with no impact to our guests. In response to this we have installed an outside locking mechanism on the door to the utility room in the Rec Hall that blew open.

I am so pleased with the newest member of my team. Kimba is the new Head of Housekeeping. She has seamlessly integrated into the partnership Jim and I have formed as well into the community as a whole. She is a strong worker and a generous spirit and I feel so blessed to work with her.

Despite the fact that I have been working without any full-time Kitchen Staff since last spring, the Kitchen has been operating extremely well. The feedback has been consistently positive regarding the food. In addition, guests frequently express how extraordinarily positive the kitchen environment is. Honestly, I can't agree with them more. We work like a family, and not the dysfunctional type. There is a lot of LOVE in that kitchen. I firmly believe that Love comes through in the food. Reed and Ulanda have shown great loyalty and generosity to me while still working in a way that feels comfortable to them, which allows them to enjoy a balance between their work and their lives outside of work. They have both been offered full-time positions and have declined because our current structure is not something that would work for them. Although my current arrangement with Reed and Ulanda requires me to spend more time working in the kitchen, I am strongly considering a restructuring of the kitchen, in order to keep them both in the Rowe family. Rather than hiring a Head Chef, I am considering hiring a full-time live-in chef who would not lead the kitchen.

Last week I had the opportunity to work with Alice Cozzolino in the kitchen. I am pleased to say we have worked out a barter agreement with her, so that she will be guest-cheffing quite frequently. It was an amazing experience to work with her and learn from her and I am looking forward to much more of that.

These past two weekends have been incredibly successful. The energy of having a full house of happy guests feels great and I look forward to a spring of serving our guests.

–Paulette Roccio, Director of Operations

### Discussion

In response to questions from the Board, Paulette said Rowe is exploring temporary options for the space formerly occupied by Chicken Butt rather than a permanent structure because right now any new permanent structure would involve the DEP and the same septic system issues we are trying to address. On another note, by summer there will be somebody in the kitchen who will act as the point person between the kitchen and summer staff.

### **Treasurer's Report**

Hi everyone! I am sorry I wasn't able to attend today's Board meeting but will be here in April!

The following information was based on the financials through February 28, 2013.

Net Income from operations (Conferences, camps, etc.) is up by 6.59%, but expenses are also up, bringing our Net Income down over last year. Before unrealized gains from our securities we are at a loss of (2,472.57) compared with last year, where we were at \$41,340.92

Group rentals are up by over \$5,000 compared with last year. We had budgeted \$8k and have currently made \$14,671. This is thanks to two large weekend rentals for Ferry Beach—one that Albert brought in.

Camp reunions were down by over \$2,000 from our budgeted amount. They were much smaller than usual and very few parents stayed over, which brought the amount down.

Marketable securities are up by 8.67%. Yay to the markets stabilizing right now.

The Wilson-Berry Pavilion has \$7,984 in the account. Eventually a design will be made around what has been raised.

### Expenses

The new catalog is more costly to make and send—around \$11,000 more—but it does look beautiful and hopefully will be a better marketing tool. A dishwasher has been hired, which is why we no longer ask guests to do KP. This has cost over \$3,000 so far. Health benefits are up by \$15,000. Felicity is doing research to see if Rowe can find a cheaper plan. Workers comp is up over \$1,000. Staff housing is up by \$5,660. This is because Paulette had a temporary situation last year for free rent, which has now ended. The contracted chef is an additional \$15,000. Service and repair is up by \$7,000, as the roads needed work in order to be plowable. Trash disposal went up by \$1,400 as we got rid of the debris from Chicken Butt.

Net income from Development (Donations) is down by almost 5%.

I would like to end the report by bringing up an issue that we will need to focus on in the future: cash. Our cash account (the liquid money on hand at the bank) is down by almost 50% from last year at

this time. This is of great concern. I am meeting with Felicity in April before our next Board meeting to discuss this further, and then we will discuss it with the Board in greater detail at the meeting.

I hope you all enjoy the weekend and see you soon!

–Kerri Florian, Treasurer (Felicity Pickett read the report)

**UU Rowe Camp and Conference Center  
Balance Sheet Prev Year Comparison  
As of February 28, 2013**

February 28, 2013 Balance Sheet

**UU Rowe Camp and Conference Center  
Profit & Loss Prev Year Comparison  
September 2012 through February 2013**

	<u>Sep '12 - Feb 13</u>	<u>Sep '11 - Feb 12</u>	<u>\$ Change</u>	<u>% Change</u>
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4 · Development	112,800.14	118,680.48	-5,880.34	-4.96%
5 · Income From Operations	395,595.93	371,128.30	24,467.63	6.59%
<b>Total Income</b>	<u>508,396.07</u>	<u>489,808.78</u>	<u>18,587.29</u>	<u>3.8%</u>
<b>Gross Profit</b>	508,396.07	489,808.78	18,587.29	3.8%
<b>Expense</b>				
6000 · Program Expenses	168,873.79	159,764.83	9,108.96	5.7%
7000 · General and Admin. Exp	318,697.27	269,991.16	48,706.11	18.04%
8000 · Development Expenses	23,297.58	18,711.87	4,585.71	24.51%
<b>Total Expense</b>	<u>510,868.64</u>	<u>448,467.86</u>	<u>62,400.78</u>	<u>13.91%</u>
<b>Net Ordinary Income</b>	-2,472.57	41,340.92	-43,813.49	-105.98%
<b>Other Income/Expense</b>				
<b>Other Income</b>				
6800 · Unrealized gain (loss)	22,496.47	13,941.40	8,555.07	61.36%
<b>Total Other Income</b>	<u>22,496.47</u>	<u>13,941.40</u>	<u>8,555.07</u>	<u>61.36%</u>
<b>Net Other Income</b>	<u>22,496.47</u>	<u>13,941.40</u>	<u>8,555.07</u>	<u>61.36%</u>
<b>Net Income</b>	<u><u>20,023.90</u></u>	<u><u>55,282.32</u></u>	<u><u>-35,258.42</u></u>	<u><u>-63.78%</u></u>

Discussion

Felicity said that this precipitous drop in cash on hand is a serious worry. Ideally we should have a cushion of three months' cash on hand in operating costs, and that's not the case. She and Kerri will be

looking at that, trying to find ways to stabilize the situation. It's part of the strategic plan we need to make.

In addition, the collapsed version of the financials that we normally look at doesn't show the full picture. For instance, the bottom line on the profit and loss statement for Net Ordinary Income is minus \$2k. On the full version, it's minus \$92k. A large part of that is restricted income, which can't be spent on operations. Winter is a high in expenses and low in income, though, and by the end of the summer, the financial picture will improve, when deposits for summer camp cease to be deferred revenue. Still, we have to think of ways to improve the situation.

### Investment Portfolio

Julie Baeder, the new Investment Committee chair, can't make recommendations about what we should do with our investment portfolio until she can get access to our account.

Cathy made a **motion** to authorize Julie Baeder to become our agent for the Schwab account, with a limited power of attorney. This will let her look at what we have and move money around, but not withdraw any. Albert seconded. The motion was passed unanimously.

### **Development Committee Report**

The capital campaign has been successful and we have raised enough to complete the cabin roofs. The Board raised nearly \$20,000 from the phone calls, but some of those donations were for other things. The net receipts for the capital campaign by the Board were \$16,870. After the mailing we reached a total of \$25,447. The e-mail and website effort at the end of last month brought the total to \$33,208. Finally, two donations from major donors of \$1,000 and \$5,000, respectively, brought the total to \$39,208. That, together with a lower bid from a contact that Katha and Andy Kerr had, make it possible to remove the old roofing before installing the metal roofs, which is what we had originally planned. Julie's work with social media made a huge difference in our ability to meet our goal, and, as always, the phone calls were essential.

Cynthia wrote a grant to Shelter Rock for \$100,000 to dig a new well and do some septic work. We won't know whether we have received it until May. Grant writing is hard work and time consuming, so we are fortunate to have her talent and commitment to do this, now two years in a row.

The Valentine drive targeting lapsed members is still coming in, but has yielded \$750.00 so far. We sent one-fourth the number of valentines this year as we did last year, so we aren't expecting the return we realized then. I recommend spending a lovely winter Work Week here to all of you, as that is when the valentines are decorated. As a change of pace you can sand floors or paint a room. The food is great and the price is right!

Rest up everyone, the Woodside campaign is just around the corner.  
–Cathy Perkins, Chair

Break – 11:40 - 11:45 a.m.

### **Stewardship Committee Report**

The Stewardship Committee's recommendation for the capital campaign was to re-roof all the cabins with a 24-gauge double lock standing seam roof, including removal of the existing roof down to the roof deck. The decision to install metal roofs was for longevity and to shed snow. It is more cost effective to do all of the roofs at one time, but raising the \$59,000 bid before spring was going to be a



stretch. As a backup plan the leadership team got bids to install the new roofs over the shingles, which is not ideal but not too risky. The removal of the old roofing is labor intensive, and the disposal of the old shingles is very expensive.

Last month Katha and Andy obtained another bid for the new roofs with removal of the old roof systems that was considerably lower than the first. That, together with what was raised in the capital campaign, makes it possible to take the shingles off before installing the metal roofs as we originally planned. Searles will be stripped as well and done in asphalt shingle, and all three skylights will be replaced.

### Camp Refresh

The letters we received from the 70s campers over the fall and winter were dispiriting and time consuming to say the least, but the subcommittee is finally under way. Katha Kerr, who is well organized and highly motivated, is now the chair of the subcommittee. The first monthly conference call went very well and the second will take place next week. The “elders” don’t seem to fully grasp how Rowe works, so I prepared a description of the respective roles of the Board, the Stewardship Committee, and the Camp Refresh Subcommittee for the first conference call. I’m including it as an addendum to the minutes.

–Cathy Perkins, Chair

### Discussion

In response to a call for 70s campers volunteers to come to Rowe to work, Katha, Andy, and Ian will come. Cathy observed that conference center attendees are the ones who donate the most amount of money to Rowe. Katha said her focus as the new chair of the Camp Refresh Subcommittee is to look at Rowe as a whole.

### **Personnel Committee Report**

Felicity and the personnel committee have updated Rowe’s personnel policy manual. In general, the changes bring the manual in line with Rowe’s current organizational structure and personnel policy practices.

The most significant changes were made in the following areas:

#### 1. Employee categories

The list of employee categories (for such employees as Executive Director, Director, Full-Time Employees, Part-Time Employees, and so on) was updated to match Rowe’s current organizational structure.

#### 2. Interim employees and their benefits

- A subsection of the document allowed Rowe to hire temporary help while Doug and Prue were on sabbatical. Since sabbaticals have been eliminated, we dropped all references to them.
- Wording in another subsection allowed an interim employee to assume that he or she could slide right into a permanent position after working as an interim. We cut out that subsection.

#### 3. Contracted Labor/Consultants

- We changed the name of this category from Contracted Labor/Consultants to Independent Contractors, to better fit the IRS definition.

- There was a subsection called “Contracted Employees,” which was written to create special arrangements for some employees. We eliminated most of the section and just left the following description of Independent Contractors:

“All such individuals are treated as self-employed contract labor. Independent Contractors are paid for their services without taxes being withheld. They may receive “1099” statements of non-employee compensation. As the IRS requires, any independent contractor who is paid more than \$600 in a calendar year will receive a 1099 statement from Rowe. A 1099 reports compensation to individuals who are not considered to be employees.”

#### 4. Employee Contract

We amended this section so that only the ED can change or offer contracts. Felicity said a lawyer looked the contract over recently, and recommended we also include a time limit on departures. Now the contract says that terminated employees must leave Rowe within 10 days of termination, or within 24 hours in special cases.

#### 5. Hiring Policies

Under the “Non-Budgeted Positions” section, the policy essentially said the Executive Director couldn’t hire anyone not in the budget without the approval of the Personnel and Finance committees. While this sounds good on paper, we didn’t think it was very practical. We thought Felicity should be able to do this on her own in extreme situations, and would find a way to make it work. The committee agreed, and we eliminated the section.

#### 6. Compensation policy for EDs and other staff for non-job-related work

Compensation at Rowe is defined as salary, food, lodging, medical benefits, paid vacation, and retirement benefits.

A section was written to allow some full-time employees to be paid as independent contractors in addition to their salaries. This was eliminated. Now the policy states that any full-time employee who wants to work in another capacity at Rowe can do so, but only during his or her vacation time, for no additional compensation.

#### 7. Performance reviews

All supervisors must complete yearly written performance reviews for their employees. For the Executive Director, the committee thought that a conversation between the ED and two Board members would be more appropriate than a written review. Here’s the new language:

“In the case of the Executive Director, the evaluation will take the form of an in-depth discussion between the ED and two Board members, in which all three share their views about the successes and challenges to Rowe that have come up in the previous year. The Board members shall be the President of the Board of Trustees and the chair of the Personnel Committee or their designees.”

#### 8. Departure bonus redefinition

Sometime last year the Board voted to increase the distribution rate of the departure bonus from \$250 per year to \$600 per year. The Board also voted to shorten the retirement eligibility term, dropping it from ten years down to seven years, but only after the employee had been at Rowe for four years.

Here’s what the rewritten section said:

Any employee who leaves Rowe in “good standing” after 7 years of full-time employment, will receive a departure bonus of \$600 for each year of full-time employment, starting with year 4.

Felicity, from her perspective as a manager, advised us to bring the eligibility term back up to 10 years, to simply call it a retirement bonus, and to make the award subject to the Board’s discretion. I’d like to share some of the reasons she gave:

- “Short-termers live out their one-year contract and then take up to a year to figure out what they are doing next and move on.
- “Mid-termers start getting antsy at about five years. Because they are more settled, it can take them one to two years to actually make a plan to leave. By dropping the time to seven years, we can be encouraging people to stay who should go.
- “Long-termers. Once you get past the seven-year itch, you are pretty settled in your job. No one is going to stay for another three years to get a bonus if they are ready to go, but ten years of service is something to be rewarded.”

The committee agreed with Felicity, and therefore recommends that we change the language so it reads:

“Any employee who retires from Rowe in “good standing” after ten years of full-time employment, will receive, at the discretion of the Board, a retirement bonus of \$600 for each year of full-time employment.”

–Cynthia Bolling, Chair

#### Discussion

Cynthia made a **motion** that the Board accept all of the proposed changes to Rowe’s personnel policy. Cathy seconded. The motion was passed unanimously.

#### Old Business

##### Food Package

As part of Doug’s retirement package, the Board agreed to set aside a weekly food package for him, with the stipulation that we review it in three months. A **motion** was made to continue the arrangement and to revisit it again at our October meeting. The motion passed narrowly.

##### Description of Board Committees

Cynthia wrote brief descriptions of the Board’s working committees (Development, Finance, Investment, Nominating, Personnel, Stewardship, and Camp Refresh) for the Board’s portion of the website. The descriptions include the names of the committee chairs. The board agreed to post the descriptions on Rowe’s website once the minutes are approved.

#### Suggestions for April 13-14 Meeting Agenda

Review Rowe’s budgetary challenges

Review procedural issues, including the Board’s response, if any, to Heather’s letter

Nominating committee meeting (Saturday, April 13)

Upcoming Meetings

April 13-14

June 1-2

Budget Teleconference – August 1, 7:00 p.m.

Annual Meeting – September 7-8, 2013

October 18-20

The meeting was adjourned at 12:45 pm.

Respectfully submitted,

Cynthia Bolling

Clerk

**UU Rowe Camp and Conference Center**  
**Balance Sheet Prev Year Comparison**  
As of February 28, 2013

	<u>Feb 28, 13</u>	<u>Feb 29, 12</u>	<u>\$ Change</u>	<u>% Change</u>
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
1010 · Cash in bank - operating	52,938.71	120,208.98	-67,270.27	-56.0%
1040 · Petty Cash	847.12	769.35	77.77	10.1%
1042 · Payroll Advance	20.01	0.00	20.01	100.0%
1070 · Savings & short-term investment	471,052.74	363,723.00	107,329.74	29.5%
<b>Total Checking/Savings</b>	<b>524,858.58</b>	<b>484,701.33</b>	<b>40,157.25</b>	<b>8.3%</b>
<b>Accounts Receivable</b>				
1110 · Accounts Receivable	2,228.41	1,914.91	313.50	16.4%
<b>Total Accounts Receivable</b>	<b>2,228.41</b>	<b>1,914.91</b>	<b>313.50</b>	<b>16.4%</b>
<b>Other Current Assets</b>				
1450 · Prepaid Expenses	0.00	-1,423.37	1,423.37	100.0%
1510 · Marketable securities	386,421.90	355,586.34	30,835.56	8.7%
<b>Total Other Current Assets</b>	<b>386,421.90</b>	<b>354,162.97</b>	<b>32,258.93</b>	<b>9.1%</b>
<b>Total Current Assets</b>	<b>913,508.89</b>	<b>840,779.21</b>	<b>72,729.68</b>	<b>8.7%</b>
<b>Fixed Assets</b>				
1610 · Land - Operating	51,471.00	51,471.00	0.00	0.0%
1620 · Buildings - Cost & Improvements	2,361,951.76	2,358,296.46	3,655.30	0.2%
1630 · Leasehold improvements	14,657.74	8,551.34	6,106.40	71.4%
1640 · Furniture, fixtures, & equip	48,083.73	47,387.73	696.00	1.5%
1650 · Vehicles	10,250.00	10,250.00	0.00	0.0%
1725 · Accum depr - building	-903,829.13	-845,798.93	-58,030.20	-6.9%
1745 · Accum deprec- furn,fix,equip	-45,175.82	-42,952.23	-2,223.59	-5.2%
1755 · Accum deprec - vehicles	-8,663.29	-8,276.65	-386.64	-4.7%
1800 · Investment Property	83,900.00	83,900.00	0.00	0.0%
<b>Total Fixed Assets</b>	<b>1,612,645.99</b>	<b>1,662,828.72</b>	<b>-50,182.73</b>	<b>-3.0%</b>
<b>TOTAL ASSETS</b>	<b><u>2,526,154.88</u></b>	<b><u>2,503,607.93</u></b>	<b><u>22,546.95</u></b>	<b><u>0.9%</u></b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
<b>Accounts Payable</b>				
2010 · Accounts Payable	-2,947.30	-7,908.59	4,961.29	62.7%
<b>Total Accounts Payable</b>	<b>-2,947.30</b>	<b>-7,908.59</b>	<b>4,961.29</b>	<b>62.7%</b>
<b>Other Current Liabilities</b>				
2130 · Accrued payroll expenses	33,834.41	28,809.76	5,024.65	17.4%
2140 · Accrued sales taxes	-119.69	-131.17	11.48	8.8%
2200 · Accrued Interest	17,009.35	17,009.35	0.00	0.0%
2310 · Deferred Revenue	67,970.00	80,149.12	-12,179.12	-15.2%

**UU Rowe Camp and Conference Center**  
**Balance Sheet Prev Year Comparison**  
**As of February 28, 2013**

	<u>Feb 28, 13</u>	<u>Feb 29, 12</u>	<u>\$ Change</u>	<u>% Change</u>
2400 · Unexpended Insurance Proceeds	22,387.00	22,387.00	0.00	0.0%
<b>Total Other Current Liabilities</b>	<u>141,081.07</u>	<u>148,224.06</u>	<u>-7,142.99</u>	<u>-4.8%</u>
<b>Total Current Liabilities</b>	138,133.77	140,315.47	-2,181.70	-1.6%
<b>Long Term Liabilities</b>				
2100 · curr portion of long term debt	19,355.52	19,355.52	0.00	0.0%
2730 · Consolodated Mortgage Payable	224,621.96	247,488.20	-22,866.24	-9.2%
2770 · Long-term liabilities - other	63,000.00	63,000.00	0.00	0.0%
2800 · Less current portion of mortgag	-19,355.52	-19,355.52	0.00	0.0%
<b>Total Long Term Liabilities</b>	<u>287,621.96</u>	<u>310,488.20</u>	<u>-22,866.24</u>	<u>-7.4%</u>
<b>Total Liabilities</b>	425,755.73	450,803.67	-25,047.94	-5.6%
<b>Equity</b>				
3010 · Unrestrict (retained earnings)	1,837,680.60	1,744,135.23	93,545.37	5.4%
3020 · Temporary Restricted Fund Bal	207,499.43	207,499.43	0.00	0.0%
3030 · Permanently restricted fund bal	38,798.59	38,798.59	0.00	0.0%
3100 · Prior Period Adjustments	6,028.69	6,808.69	-780.00	-11.5%
Net Income	10,391.84	55,562.32	-45,170.48	-81.3%
<b>Total Equity</b>	<u>2,100,399.15</u>	<u>2,052,804.26</u>	<u>47,594.89</u>	<u>2.3%</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>2,526,154.88</u></u>	<u><u>2,503,607.93</u></u>	<u><u>22,546.95</u></u>	<u><u>0.9%</u></u>

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