

Approved Minutes
UU Rowe Center Annual Meeting
Saturday, September 12, 2015, 3:00 p.m.

Board Members Present: Albert Mussad, President; Cathy Perkins, Vice President; Kerri Florian, Treasurer; Salena Migeot, Joan Lager, Betsey Miller, Members-at-Large

Also Present: Felicity Pickett, Executive Director; Paulette Roccio, Director of Operations; Arthur Samuelson, Director of Programming; prospective Board member Clay Connor; Doug Wilson and Prue Berry, Executive Directors Emeritus, and approximately 30 members.

Call to Order (*Albert Mussad, President*)

The meeting was called to order at 3:04 p.m.

Invocation

Song – (*Prue Berry*)

Invocation – *Rev. Douglas Wilson*

Welcome & Highlights of 2014-2015 (*Albert Mussad*)

Albert spoke about his role as a leader, about being asked to be a Trustee three years ago, and then to consider being President two years ago. At first he felt unprepared, but realized he was asked for a reason, and decided to look at it as an opportunity and accepted.

This past year, Albert attended a Leadership Development training course at the NH Center for Non-Profits at his own expense, and worked with a mentor during and after that course. He acknowledged that his prior commitment to fundraising had been mediocre and so he renewed his commitment to fundraising this year, with much better results than the previous year. He spoke about the Board's efforts to recruit new Trustees and strategic planning. He also mentioned the letter that Rich Joffe emailed to members of Rowe, what was constructive about it, and what was not constructive about it. He said he would have appreciated a phone call asking the questions raised in the letter.

Approval of July 17, 2015 Minutes (*Salena Migeot, Member-at-Large, for Cynthia Bolling, Clerk*)

The Board of Trustees met at Rowe on July 17, 2015, to hear the Executive Director's report and to review and approve the budget for fiscal year 2015-2016. At that time, the Board also approved three other major items: a gift acceptance policy, proposed amendments to the bylaws, and the slate of trustees to be presented for approval at the Annual Meeting.

—Salena Migeot for Cynthia Bolling

Discussion

Several members objected to the entire assembly voting to approve the previous meeting's minutes.

Salena made a **motion** for the Board to approve the July 17, 2015, minutes and Cathy seconded. The motion was carried, 6 to 0.

Directors' Reports

Executive Director (*Felicity Pickett*)

We have much to be grateful for this year and much to celebrate. We have spent the last two years working to turn things around after four years of operating with a deficit and we did it. Together, the Board and staff created a strategic plan and followed it. We ended the year with a surplus that was well over budget. We created new streams of income by developing new training programs and adding new services such as weddings. We increased our retreat business. We sold the condo in Leominster, which had been left to us as a bequest. We increased camp enrollment. We created a stronger relationship with the UUA and received three new grants.

In addition, we raised more money in development than we ever have. Through the generous support of our members and donors, we are now working with the Department of Environmental Protection and will soon have a new water system. You'll hear more about all of this in subsequent reports.

I want to thank all of you here today for our success together. And it is ours: Board, staff, and members. We couldn't have done it without you.

But while I feel much joy in the midst of all of this, I have also felt disheartened by the public criticism of Rowe's Board and staff in a recent email letter that went out to all members from Attorney Joffe. I believe that much of it is unfounded and based on misinformation. I would like to share my thoughts with you regarding some of the points made, especially about the way Rowe operates and about the bylaw changes.

I firmly believe that Rowe has a very strong and competent Board. I can understand why, just by reading the Board minutes, someone might make the assumption that the Board rubber-stamps all my decisions. But keep in mind that minutes are merely a synopsis of what happened at a meeting and do not adequately reflect the process of the Board. For example, last year the Stewardship Committee voted to make the Orchard Guest House roof the priority for our annual project. When it came time to vote for our annual project, the Board was asked to choose from among four projects. The water system and the Orchard Guest House were among them. The minutes don't show it, but I didn't vote to put in the water system. Yet as soon as that decision was made, I stood fully behind it and immediately went to work raising the money to do the project, because I trust the wisdom of the Board.

The Board needs strong members who are willing to bring their ideas and opinions to the table and to stand together once a decision is made. In most cases, Board decisions aren't right or wrong. They are often about choices.

Another piece of Board process is that often work gets done in committee and then proposals are brought to the Board. As another example, a few years ago, I wanted

to withdraw money from our endowment fund for needed facilities repairs, but the Finance Committee didn't accept my proposal. And so it never went to the Board. Last year our endowment reached the level where we are now able to use some of the interest each year for ongoing maintenance. I am grateful for the prudence of the committee. But again, you won't see that in the Board minutes.

The truth is, I don't feel I need to have all the answers or even the best answer all the time—no good Executive Director does. That's why it's so important to have a strong Board—one that can be counted on to look at all sides of things and that is how Rowe's Board functions. It's one that definitely does not rubber-stamp all of my decisions. This is something I am grateful for. Having the courage to bring up ideas is important. Sometimes they are good ideas and sometimes not. I trust the Board to discern that and find that often the process leads to refining ideas or coming up with even better ones.

Another concern that was expressed in the letter had to do with eliminating the word Director from the bylaws. The explanation has a couple of different parts. A former camper and Board member recently responded to the email that went out, saying that the issue with the director position should be discussed more in terms of how it got into the bylaws in the first place rather than why it is being taken out, because it was never a part of the bylaws till 2005.

Non-profit Boards generally have one employee who answers to the Board: the Executive Director. (Or two, if there are Co-Directors.) During the later years of Doug's tenure, he handed over most of the responsibilities for the care of the organization to me, with the exception of the programming. At that time, the Board talked with him about making me a Co-Executive Director or making me the ED and giving him the title of Founding Director, but he was clear that he wanted to finish out his time as the sole ED. His passion was for the programming and not for creating budgets, being responsible for the finances, strategic planning, or doing fundraising, which are the typical responsibilities of an ED. Douglas gave many years to this organization and we all felt that his wishes should be honored. Because I was the one doing the tasks of an Executive Director, the Board proposed changing the bylaws to more adequately reflect the reality.

But things are different now. The job responsibilities that were being held by the ED and the Director in 2005 grew to be far too much work for two people. They are now being carried out by the leadership team: The Executive Director, the Director of Programming, and the Director of Operations, and that is working well. Bylaws should be written in a way that allows restructuring to be possible when it's needed. That is why typically the ED is the only staff person written into bylaws, and why typically non-profits have an Executive Director. This allows structural changes that involve positions below the ED to be made as needed, without having to rewrite the bylaws every time.

There is an important point that was brought up that's valuable, however, and that involves succession planning. I agree that succession planning is very important. When Doug left, things went smoothly from an organizational perspective because I was in place. I spent many weeks working with the chair of the transition committee to look at the changing needs of this growing center and to determine what kind of leadership structure would work best. I knew the institutional knowledge that I held needed to be distributed more widely. Doug had been here a long time, so his salary was freed up, and though it wasn't that much from a worldly perspective, it actually was enough from a

Rowe salary perspective to allow us to create the two Director positions, and to pass on pieces of the job to them.

This year we are hiring a third Director—a Director of Youth Programming. I want to make sure there is someone here who knows everything there is to know about camp. But even more than that, I want to make sure that person is part of the leadership team and to ensure that when I retire, there will be someone who holds the dedication and commitment to youth camps that I have held for the last 24 years. This piece is hardest to let go of, because it is the piece I hold most dear.

The important thing is that, now that this last piece is in place, if I were to become suddenly unable to do my job, the other members of the leadership team would be able to hold the organization through the transition to a new ED, and things would continue smoothly.

I have always known that my time as the Executive Director would be geared to preparing Rowe for the next phase and ensuring that Rowe will be ready to embark on the next 100-year cycle. I was open with the Board from the start that I would stay in this position until I turned 70, which is four years from now. My goals for this time are to ensure that Rowe is on solid financial footing, is not dependent on one or two people for its success, that the buildings and grounds are in good repair, and I want to be able to burn the mortgages when I retire. That may be a stretch, but I believe that goals should be a stretch and with your support, we will do it. We are embarking on a Centennial Campaign that will bring all of our buildings into good repair by our 100th anniversary. We have seen what the power of all of us working together did with the water campaign and we can do it again.

In a prior letter sent in 2014, the Board was reproached for making a quick business decision without gathering enough information first when we purchased the new guest house. First, this was more than a business decision. We have a responsibility to our donors, and we had many donors who had given to create a guest house. We couldn't build one, so we bought one instead. And yes, the decision was made quickly. But sometimes things happen that demand a quick response. Our neighbor came to us and offered us the chance to buy the house before it went on the market. He called on Friday and gave us till Monday. The Board just happened to be having a meeting that weekend. Some may call that kind of action foolhardy, while I call that kind of synchronicity a blessing. And that house has been a blessing to us. I don't think our membership would have been so generous this year if we hadn't kept our promise to them.

Directly related to the issues of Rowe buying the new guest house is another issue that was brought to our attention, and that has to do with camp cabins that were destroyed by snow over 45 years ago that have not been rebuilt, while we have bought a new guest house and expanded the Farmhouse. It is my understanding that promises were made that the cabins would be rebuilt and they never were. It is unclear as to why they weren't rebuilt all of those years ago, but it does seem that at the heart of what is going on is a lack of trust that is now being projected onto today's Board.

There have been false starts at building a new cabin. We have seed money to build one, thanks to the efforts of various former campers over the years, but it's not enough. We are always open to supporting fundraising efforts for projects that members want to fund, providing they fit within our mission, and building a cabin is certainly within that category. We will build a cabin someday, but if that is not soon enough, I urge

those who want these cabins to use their passion and energy to raise the funds so we can build it sooner.

And while rebuilding the cabins may seem like the way to make this right, any responsible Board has to make decisions based on the current needs of the organization. Replacing the three cabins is not our greatest need today. Building a new cabin is on our list. It is just not our #1 priority.

This year I was asked to talk about the history of the camp at a chapel for Skill Set. Because I have been touched by the depth of feelings around these lost cabins, I talked about the cabins and the loss of the Bonnie Blink and about the roof falling in at the Rec Hall. I talked about the proclamation made to the Secretary of War and the start of the Woodside Program. Many of the campers came up to me later to tell me how inspired they were by my talk and by the history. The story is inspiring. It is a story of triumph over adversity. It is a story of idealism and passion. But I understood it would not feel that way to the teenagers who came back to find three cabins missing. The pain, the loss, the sense of betrayal. How do we bring healing to this situation? I want to acknowledge this difficult part of our history. To those who were there at that time, I want you to know I added the cabins to the history I told because you taught me about them. I believe we should do something now to remember the cabins – open up the space where the old foundations are, put in a garden and some benches, put up a monument, sign, or something to keep them alive in our memories, for they were well loved and their loss needs to be acknowledged. This may not satisfy the need, for it is only a beginning. I will never know how you felt. I can only imagine how it would feel if it happened today.

At the heart of things, we all want the same thing. We want Rowe to continue to be here, and as someone said this summer, to be that touchstone that when you have been away and return you can put your foot on the earth and feel, “I’m home.” Let’s work together to make sure Rowe continues to be home for people of all ages for years to come. I need your help.

To be honest, I have found these emails and letters to be disheartening and a source of distraction. Like most human beings, I have areas of strength and areas to develop more. And I have my blind spots. If you have a problem with me, I ask that you come directly to me to talk about it or take the time to get to know me and not judge me based on hearsay. There are many things I would like to see happen at Rowe that haven’t happened yet and I also think we are doing amazing things, given the resources we have. I believe that together we can be even better. Four years will go by very quickly. I want to realize my goals and I believe that can happen if we all pull in the same direction. Please join me.

I am honored to work with this Board and hold each and every one of them in high regard. They have worked very hard this year. I am so appreciative of the staff whose willingness to work hard and pull together despite the cuts, supported Rowe’s amazing success this year and my heart is filled with gratitude to you, our members, donors, and volunteers whose generosity has provided the stewardship to hold Rowe in good care. I have served Rowe with love and dedication and will continue to do so.

—Felicity Pickett, Executive Director

Director of Programming (*Arthur Samuelson*)

Despite a long, hard winter, and cancellation of two of our biggest-drawing workshop leaders due to illness, which produced lower than expected registrations, we had a very successful year financially, due to the addition of more expensive program types that supplemented our traditional weekend workshop model.

We had a total of 1,214 registered guests this year attending 55 programs, 49% of whom were new to us, compared to last year's 1,308 guests, attending 70 programs, 47% of whom were new to us. The snow-filled winter had a negative effect on our registrations, resulting in cancellation of 16 programs, compared with 10 cancellations the year before. Nonetheless, our conference center income from these fewer programs produced significantly more income than last year (\$573,811 vs. \$541,760).

We have continued to draw a large number of new guests by increasing our presence on Facebook and Twitter and reducing our print order for the catalog and newspaper. Steve Ramshur, a professional high-tech volunteer, has brought us to the attention of new audiences.

We continue to distribute copies to Unitarian churches and have reduced our mailing costs by reducing our print orders and using low-cost bulk distribution to stores and public institutions likely to draw sympathetic audiences in the greater Boston and Hartford areas, as well as throughout the Pioneer Valley and our own Franklin County.

Our strongest months were in September and October, despite the fact that both Jean Houston and Ysaye Barnwell, two of our strongest draws, cancelled due to illness. We were at full capacity for both Joanna Macy and Ralph Nader, and Joanna's six-day program was especially helpful in making up for Jean and Ysaye's absences. We were also fortunate to have both Joanna and Ralph again in the spring, which drew well, if not as strongly as in the fall.

The introduction of new community programs that have the potential of becoming perennial, as well as of two new certificate training programs—both of which produce more income from fewer registrations—also helped make this a successful year.

One of our strongest assets, which distinguishes us from other retreat centers, has always been our adult camp programs, which we reframed as communities this year. Kindred Spirits is now 32 years old; our Women's Week program is at 40, and our Labor Day Gay Men's Retreat celebrated its 30th year. Two years ago we created Generations Camp for grandparents and grandchildren, which is growing nicely, doubling in participation each year. It provides a service to busy parents and a way to engage an older audience, as well as reach out to potential campers for our summer youth programs. Last year, we launched Skill Set for young people between the ages of 18-24 as a peer-led transition program for campers into our conference center programs. It returned twice this year, first with a program on feminism for a new generation and again in June with its original focus of helping young people make the transition to adulthood. Together, Skill Set and Generations Camp have broadened the age range of our programs and have taken their place as a regular part of our programming. We have a third community in gestation,

for veterans, launched in association with Soldier's Heart in 2013, which we welcomed back on Memorial Day weekend to offer veterans a chance to re-sacralize this holiday in a way that is not available elsewhere, and that has the potential of becoming a regular part of our schedule.

We launched our first Certificate Training Program in June with a two-week permaculture program in association with Starhawk, which drew 31 participants paying a minimum of \$1,600 apiece, making this our longest and most expensive program, and a new addition to our June schedule. Interestingly, this program also drew our most racially diverse audience because it was subsidized by a grant obtained by Starhawk to encourage participation of activists of color, a first step toward attracting a more diverse audience—which, aside from the youth camps, has always been a glaring weakness of our programming. The participants of this program created a permaculture garden and other improvements on our site and also stimulated an internal conversation among the permanent and temporary members of the Rowe live-in community as to ways we could be more environmentally sustainable. Together with Skill Set, the permaculture program will return next spring, effectively extending our summer season's focus on alternative programming models.

Our most ambitious new program, and potentially the most sustainable and transformational, is in spiritual guidance, and it will launch in October. This two-year program is designed to meet a growing need for authentic, well-prepared individuals who offer support on the spiritual path, embody wisdom and compassion, and are spiritually literate and transdenominational. We aim to attract people who are already providing spiritual training and would like further training and development, clergy who wish to expand their ministry, and people in helping professions who want to integrate a spiritual dimension into their work. Based on the principles of Unitarian Universalism, the program will be transdimensional, serving both theistic and nontheistic participants. We have received grants from the Unitarian Universalist Funding Program to underwrite startup curriculum development and promotion costs as well as to make it possible to offer the program to people with financial needs.

We have hired Chelsea Wakefield, PhD, LCSW, as the director of this program. She is a depth psychotherapist, writer, and teacher who has offered workshops at Rowe before. Also part of the core faculty will be Rev. Jeremy Taylor, a distinguished Unitarian minister and long-term Rowe workshop leader, and Rev. Steve Kanji Ruhl, a Zen Buddhist minister and marketing coordinator at Rowe. Assisting them will be a distinguished adjunct faculty made up of Kirstin Edelglass, Layne Racht, Rev. David Wallace, and Dr. Thomas Yeomans. The program is designed to balance both the theory and practice of spiritual direction, taught by faculty during group retreat residencies, during conference center workshops as electives, and in teleconferences, as well as by mentors who will work individually with each participant. Participants are also required to work with a spiritual guide of their choosing to deepen their own practices and

experiences. The application process is quite rigorous, including written submissions and personal interviews designed to ensure high standards but also to acquaint the faculty with the needs and intentions of each participant.

To help ensure the range, depth, and quality of the program, we have been fortunate to have a distinguished Advisory Board made up of Mary Catherine Bateson, Andrew Harvey, Robert Jonas, Rev. Darcey Laine, Joanna Macy, Rev. Kerry Maloney, Dave Munro, Rev. Carl Scovel, and Rabbi Rami Shapiro.

We are launching this October with an expected cohort of 25 people for the two-year program. A new cohort will be added each year. Consistent with our principal to make it possible for money not to be a deterrent, we are offering a sliding scale for tuition ranging from \$5,000 to \$7,000, covering four intensives, mentoring, videoconferences, and group supervision. Transportation, meals, and housing are not included. Participants will buy their own books, and each participant will compensate his or her own spiritual guidance practitioner.

This new program has the potential to be transformative for Rowe in many ways. It builds upon and connects a bridge between the different areas we have traditionally been concerned with: spirituality, personal growth, social justice, and love of nature. Our existing workshops will now also serve as electives for the Spiritual Guidance Program. The program raises our prestige and hence our ability to attract top-notch workshop leaders and it establishes Rowe Center as a pioneer in the Unitarian Universalist world and tightens our connection to the Unitarian community as a way to service UUA programs such as Wellspring, support UU clergy, promote UU values in the world, and reach non-UUA audiences. Each cohort will become a new community connected to Rowe. And, of course, this program creates a substantial new revenue source, both from tuition and outside grants, that both leverages and insulates our existing workshop programs from the vagaries of weather, the economy, and changing cultural tastes.
—Arthur Samuelson, Director of Programming

Director of Operations (*Paulette Roccio*)

It has been a very exciting year. The facilities team has been called on to support our new initiatives in programming, including three weddings and the two-week-long Earth Activist Training Program.

It was incredibly fulfilling to act as wedding coordinator, creating a beautiful space, offering a celebratory feast, ensuring that all of the details were taken care of so the bride and groom could have the wedding of their dreams, and supporting the ritual that recognizes the beginning of a shared life for two young couples as well as a couple from our Labor Day community.

It was equally satisfying to support the important work that the Earth Activist Training Program offers. The EAT program participants installed our new permaculture

site, and as part of the program acted as consultants and treated the center as clients, providing us with assessments and reports on how we could move forward to incorporate more permaculture principals into our impact on the earth.

By hosting the program, we found ourselves infused with the vocabulary and intention of permaculture principals. The leaders and participants of the EAT program brought to our community a new enthusiasm for the principals of permaculture. Through the program's efforts to create diversity, we learned how we could better serve and attract more adults from diverse populations.

We've already begun to implement some of the ideas presented to us. We've installed a spiral perennial herb garden within the appropriate zone from the summer kitchen. Not only is the garden beautiful, the structure itself is based on permaculture principals. We've also initiated our commitment to move to all LED bulbs, by replacing many of the most frequently used bulbs in the farmhouse with LEDs. Our strategy is to continue to replace bulbs with LEDs as their useful life ends. I want to express my gratitude to the Woman Soul community, which brought light into our lives by donating those light bulbs.

An initiative that was started prior to the EAT program, but that is in alignment with its principles, is our relationship with Co-op Power. Co-op Power is an organization that helps individuals take advantage of the funds available through the Mass Saves program. Co-op Power came to our location and conducted energy audits on all of our buildings and will provide us with reports on the steps we can take in each building to become more energy efficient. They will also do some of the work necessary for free by taking advantage of the Mass Saves program.

We have continued with our foundation work in the cabin area, and have completed the work on Sibley cabin, which included replacing the metal piers as well as the addition of another pier.

As part of our strategic plan to create more private rooms with private bathrooms, we are very close to completing the installation of a shower room in the Siddhartha Room in the New Guest House. The room has been framed, plumbed and tiled. Just the finish work remains and should be completed no later than fall Work Week.

From an aesthetic perspective, the meeting space located in the Joffe House by the Brook received a facelift. It was completely repainted, including ceiling, walls and trim. We also removed some of the outdated equipment that was located in the room such as an old TV and stereo that were housed in a large cabinet, and we replaced an old piano with a much newer one that has very good playing quality.

Our primary focus this past year has been on our Water Project. This project is by no means simple or straightforward. The project is a multi-layered, multi-phase project and requires much strategizing, discussion, and approval with and through state and local authorities, neighbors and multiple contractors. Our primary focus on the water project this past year can be broken down into two categories.

The first is to connect the water systems of the Joffe House by the Brook and the Fromson House to our main water system. This project has been complicated by the fact that the pipes that currently feed those two buildings are located on our neighbor's land. We have had many conversations and strategy discussions with the contractor scheduled to complete the project. We have also begun the conversation with our neighbor Paul Hurtig. As of the writing of the report, we have narrowed our options to three different proposed strategies and will be discussing those options with Paul, who is interested in talking with the Board about a proposal to eliminate the water easement on his property and the septic easement on ours.

In addition, the most direct route from the current water system to Fromson House would be across land that doesn't belong to us. There is a one-acre lot between Fromson House and the Farmhouse that is undeveloped. At the time we researched it, we found out that the owner had recently died. We contacted the lawyer involved in the estate and let that individual know of our interest. We never heard from the person. We can go around the lot, but this will involve more work and a bend in the lines. We are tracking down the owners to see about the possibility of a water easement, of buying the property, or having them donate it to us, which may be a better route to go for them, depending on their tax situation.

Regardless of whether that works out or if we have to take the long route around, we are still going to have to get permission from the town to run the line under their right of way to the trails (the two stone walls next to the parking lot) and under King's Highway. Jim Williams, our contractor, is working on those permissions. We are scheduled to complete this phase of the water project this fall, but there is a lot of negotiating that needs to be done. Meanwhile our water has tested clean for five months now. However, we are not able to take down the boil order until this work is completed.

The second category has focused our efforts on the site for the new well and storage facility that is meant to serve the entire campus. The main complication of this phase of the project is that there are very few locations on our campus that we can locate the well and still have all of our septic systems outside of the zone 1 of the proposed well. It is a requirement of DEP and Title 5 that all septic systems be located outside of the zone 1 of a well.

We have found a site that meets those requirements. The DEP has conducted a site visit and has approved the location. In addition we have consulted a wetlands consultant and have had a site evaluation with the town's conservation commission. The commission feels confident with the consultant's assessment, but has asked for a formal request for consideration. We are currently in that process with the local Board.

During our site visit with the conservation commission, Prue Berry, our Executive Director Emeritus, expressed concerns about the potential site and its former uses. While we are moving forward with the approval process for the site, we are also investigating

the potential for alternative sites. This is a major project and taking some time in the initial phases makes sense to us, although it has slowed down the process.

I want to express my gratitude to everyone who donated to this project. The response was amazing. We will keep you posted as the project progresses.

—Paulette Roccio, Director of Operations

Finance Report and Presentation of Proposed 2015-2016 Budget for Approval (*Kerri Florian, Treasurer*)

Based on our strong results in the current year, we are well positioned to continue to grow and strengthen Rowe in the coming year. The Finance Committee (Felicity, Kerri, Joan and Betsey) spent several hours reviewing Rowe's proposed budget for 2015-2016. With some minor adjustments to the original proposal based on our discussion, the finance committee fully supports the proposal before you today.

Development Income

- \$10,000 grant for the Woodside program
- Increase the budget for the annual drive to be raised by the Board from last year's budgeted level of \$20,000 to \$30,000. (This is offset by dropping the line for the Board to raise \$10,000 in memberships.)
- Membership revenue is decreased from \$30,750 to \$24,750, to better reflect what we actually raised in the current year.
- \$10,000 UUA grant

Overall, the Development Income Budget grows from \$200,000 to \$220,000.

Operations Income

- Conference Center Fees, including conferences and EAT training program, proposed to grow from \$549,680 to \$590,000. This is based on a 3% increase in fees and the balance is due to projected higher enrollment, building on this year's new programs and attendees
- Labor Day retreat is higher by \$4,000, due to 30th-year anniversary
- The largest change in camp fees is a \$15,000 increase in senior high camp, based on the larger enrollment in junior high camp this year and the expectation of them transitioning to senior high. There are other increases and decreases in camp fees that are also based on changing enrollments. The overall change in camp fees is a \$27,000 increase, or 6.5%.
- Spiritual Guidance program is projected to produce \$85,000 in revenue based on an enrollment of 20 members. The second-lowest fee for the spiritual guidance program is \$6,000, or \$3,000 annually. In addition, these 20 members would be spending at least 10 days for the guidance program and two weekends annually. So annually, if the 20 members all paid the second-

lowest amount, that would be \$60,000, with an additional \$20,000 to \$25,000 for food and lodging. This is based on everyone choosing to live in a dorm. We anticipate some will choose more private accommodations.

Total Operations income is projected to increase 155,920, or 15% from the prior year's budget. The bulk of this increase is the spiritual guidance program and conference center fees.

Operations Expenses

- Conference Center expenses are projected to grow 9% or \$18,500, based on higher enrollments. The growth is only 5% when compared to current year actuals.
- Similarly, camp expenses are proposed to grow 6% based on projected growth in enrollment.
- For the first time we are budgeting for wedding expenses, based on our prior-year expenses. The revenue estimate included \$20,000 or one wedding, which there is already an inquiry for.
- Under program promotion, \$7,000 is added for a website to allow for the development of a new website to take advantage of mobile and tablet use.
- Our first-year expenses for the spiritual guidance program honoraria are \$31,600. It is important to remember that many of the other expenses for this program are part of the ongoing conference center expenses in food, shelter, and all other ongoing support.

Salaries and Related expenses, including benefits, represent the largest increase in expenses. The center salary item sustained the largest cut last year and went up the most this year, from \$145,500 to \$195,500. The greater part of the \$50,000 increase is from:

- Adding two new staff positions: Director of Youth Programming and Registrar/Development Assistant
- Increased salaries for the Finance/Human Resources Coordinator, who will now be managing the front office
- Increase in Kanji's salary as he moves to teaching in the Spiritual Guidance Program part-time.
- Pay increases that were frozen last year as well as pay raises for this year. Each year, each staff person receives a raise of \$500.

The salaries for both the new registrar's position and Kanji's position are offset by about \$8,000 that was budgeted in the Spiritual Guidance Program.

In addition we:

- Added back the dishwasher position, which was cut back in FY14 and eliminated in FY15

- Increased seasonal support staff to support the summer programming, which now begins in May rather than June (these include cooks and maintenance)
- Increased housing allowances from \$8,200 a year to \$9,000 a year based on a cost-of-living adjustment, which has not been done in over 20 years
- All staff-related expenses such as taxes, workers' comp, health, dental, etc., increased based on the above increases as well as computer expenses (with the need for another computer for use by the person filling the new staff position)

In total, Salaries and other related expenses are budgeted to increase by 22% or \$85,500. There is a built-in cushion in these numbers, because all of the salaries are budgeted for 12 months, and it is unlikely that all of the new positions will start on day one of the new fiscal year.

Other increases in operating expenses include:

- \$3,000 Increase in electricity based on increases in National Grid charges
- Increase in household equipment — old equipment that was kept to keep expenses down will be catching up with us.
- Eliminated \$2,190 budget for the Leominster condo expenses and condo fees.
- Accounting fees increased from \$4,500 to \$15,000 for the audit.

In total, operating expenses are budgeted to increase by 14.5%, or \$157,660. The majority of this is due to salary and related expenses, increases in food and other costs related to increased enrollment, and the costs of the spiritual guidance program.

The net operating loss is \$26,700. This is very close to the amount budgeted for the current year.

Development Expenses

Overall development expenses are remaining relatively constant. The major increase is \$10,000 in program development based on the \$10,000 grant we are requesting from the UUA

The bottom line after all adjustments is a net adjusted income of \$7,281.

(See the September 2014 through August 2015 Profit & Loss Statement, the August 2015 Balance Sheet, and the proposed budget for Sept. 2015-Aug. 2016 at the end of this report for the financial documents discussed above.)

—Kerri Florian, Treasurer

Investment Report (*Kerri Florian for Julie Bader, Morgan Stanley Financial Planner*)

September at Rowe and change is in the air. The campers are gone, the leaves are beginning to change and people who love the place are traveling from near and far to help do the work that keeps the center going. In San Francisco, September means a brief respite from the fog, warm, clear air and the freedom to hope for a nice long rainy season. In the markets this past quarter has seen so much change that we have very little idea

what to expect on a given day. The market can open up 200 points, remain up throughout the day and go down 200 points in the last hour of the session. It's been happening a lot.

We are slightly negative on the year in the Rowe portfolios: minus 2.2%. The Dow Jones is down 8% and the S&P 500 is down 5.2%.

The market volatility this year has been unsettling, but consistent with the news coming out of China, Europe and to some extent Puerto Rico. Where life is pretty tough for the average Greek citizen, we believe that Europe will survive this crisis and maybe even be better for it. We also think that although China is slowing, it's not stopping, and given that they are oil importers, we could see them spending a little more to expand. It's a very complicated situation and China is the second largest economy in the world, so we don't dismiss it, but we feel very strongly that China is here to stay and will continue to be the largest contributor to global economic growth going forward.

Julie's report goes on about the craziness going on in the world, but since this doesn't have much to do with Rowe, I'll stop here.

—Kerri Florian for Julie Balder, Morgan Stanley Financial Planner

Albert made a **motion** for the members to approve the proposed budget. Clay seconded. The motion was carried, 27 to 0.

Presentation of 2015-2016 Slate of Trustees for Approval *(Cathy Perkins, Vice President & Chair, Nominating Committee)*

Earlier this summer, a group of former Rowe Campers wrote a letter to the Board expressing concern for the welfare of the Camp, pointing out that the Board was violating the Bylaws by failing to fill the vacancies on the Board, and expressing a hope that, by filling the Board vacancies, the Board might become more diverse, and more representative of the numerous ordinary members of Rowe.

There are two vacant member-at-large positions. Two trustees-at-large will retire in 2016. Our goal is to have four new members-at-large. Our policy is to ask candidates to attend two to three meetings, so they will understand the commitment they are making and so that we can get to know them. We currently have four prospective trustees who are actively interested in joining the Board, and are attending meetings in accordance with our policy.

We strive to have representation from all of the communities that make up the membership of Rowe. The President is part of the Gay Men's Labor Day community. The VP has come to numerous conferences, Women Circles, Work Week, and sent three grandsons to summer camp. The Treasurer came to Rowe as a camper in the '80s and early '90s, the Clerk is a member of the WomenCircles community, and has attended numerous conferences and Work Weeks. The son of one at-large trustee is a former camper, who became a camp staff person, and then camp director. Another at-large

trustee started out as a Work Week volunteer and is part of the Woman Soul community. One at-large trustee ran a UU camp for many years and worked at Rowe on staff. One has come to a couple of conferences and is a UU who has been Treasurer at her church and several not-for profits in her community. She currently serves as chair of her church's endowment trust and is on Rowe's Finance committee. Finding a Treasurer is always a difficult task, and this took some recruiting.

The prospective members include a former camper and camp staff person, a Young People's Camp staff person, a longtime conference attendee with fundraising experience, a camper from the '80s, and a former artist in residence and work-study intern. We feel certain these folks are a diverse representation of the membership.

Some statistics: Two years ago, we put together a list of 65 members of Rowe by area of interest including: major donors, former campers, camper parents, recent campers, conferees, former staff, former work-study interns, Work Week volunteers, participants in the Labor Day, Kindred Spirits, Women Circles, and Woman Soul communities, conference leaders and residents from the town of Rowe. We want the Board to represent Rowe as a whole. Three are now on the Board, five are in the discernment process, twelve said not now but in the future, thirteen said they weren't interested, eleven haven't been contacted yet, and the remainder never responded.

Besides using this list for recruitment, we have posted notices on the website that we are seeking "at least three new Board members." We also post it in *The Center Post* periodically. We talk with weekend guests. Board members recruit from the lists of donors we call. We talk to camp staff at pre-camps and invite them to join the Board either as Board members or camper advisors and we respond to anyone who comes forward and says they are interested.

One of our trustees (Salena) came up with an excellent description of the qualities we are looking for in a Board member:

- A time and travel commitment to attend five on-site meetings a year and one conference call scheduled during the summer to discuss the coming year's budget.
- Willingness to work on two comprehensive fundraising campaigns of eight to twelve weeks throughout the year and to attend at least one fundraising training at Rowe. Fundraising is a big disincentive for many people, but it's part of the job.
- The desire to act as an ambassador for Rowe to the guests, the greater membership, and the general public. We engage in conversation with visitors who are there when we are and explore how their experience has been. We do the same with people to whom we reach out for donations.
- The confidence to voice concerns on any given topic and express objective opinions regarding anything on the agenda, setting aside personal

preferences and feelings in the interest of what is best for the organization as a whole. Ideally, this is done in a way that fosters mutual respect, valuing all opinions, and letting go of attachment to outcome once a motion has passed.

- Voicing any issues or concerns while being respectful of the expediency required to complete meetings on time. Keeping conversation to business at hand while maintaining a sense of goodwill toward all present.
- And I would add one more: a sense of humor. That is sometimes what saves the day.

2015-2016 Slate of Trustees

The members of the Board of Trustees who are nominated beginning in September are as follows:

<u>Candidate</u>	<u>Office</u>	<u>Term Ends</u>
Albert E. Mussad	President	new 2-year term until 2017
Cathy Perkins	Vice President	new 2-year term until 2017
Betsey Miller	Treasurer	new 1-year term until 2016
Clay Connor	Member-at-Large	new 3-year term until 2018
Kerri Florian	Member-at Large	new 1-year term until 2016
Salena Migeot	Member-at-Large	new 3-year term until 2018

The members of the Board of Trustees who will continue in their current positions are as follows:

<u>Member</u>	<u>Office</u>	<u>Term Ends</u>
Cynthia Bolling	Clerk	2016
Gail Epstein	Member-at-Large	2016
Joan Lager	Member at large	2017
—Cathy Perkins, Nominating Committee Chair		

Cathy made a **motion** to approve the nomination of the following people to Rowe’s Board of Trustees, and it was seconded:

Albert E. Mussad, starting a new term as President, Cathy Perkins, starting a new term as Vice President, Betsey Miller, starting a new term as Treasurer, Clay Connor, starting a new term as Member-at-Large, Kerri Florian, starting a new term as Member-at Large, and Salena Migeot, starting a new term as Member-at-Large.

The **motion** was carried, 22 to 0, with 4 abstentions.

Special Recognition (*Felicity Pickett*)

Volunteer of the Year (*Presented by Felicity Pickett to Fia Alexander*)

Fia is a long-term volunteer, weekend host, does all of Rowe's fundraising materials for free, gets Rowe special discounts on printing, is on staff at Women Soul, but gives her honoraria back to Rowe. She has worked tirelessly as a steward of the land at Rowe in many ways for many years, and recently she restored the Goddess statue (which involved 200 pounds of concrete!). She helps out in so many ways with guest services, doing a great deal behind the scenes to enhance peoples' experience at Rowe as well, and often jumps in to do KP, in addition to everything else she does.

Rowe Life Members (*Proposed by Felicity Pickett in honor of Doug Wilson and Prue Berry*)

Albert made a **motion** for the members present to appoint Doug Wilson and Prue Berry as Life Members of Rowe. Clay Connor seconded. The motion was carried unanimously.

Presentation of Proposed Bylaw Revisions for Approval (*Albert Mussad for Cynthia Bolling, Bylaws Committee Chair*)

Some members raised a variety of objections. Specifically, the proposed Bylaw Amendments distributed at the meeting were in a slightly different order than those that had been mailed out and returned as absentee ballots. Also, some members felt there was not enough transparency about the changes, especially since the current bylaws were not present in the information packet sent to members, to enable a side-by-side comparison. In addition, some members said they had not received any advance information (via e-mail) about these revisions, and five members who were present had not received the ballots by regular mail. Two of those five did receive emails. A member of the Board promised that Rowe would try to discover why that happened.

After a great deal of discussion concerning points in *Robert's Rules of Order* about proper procedure for presenting and voting on the six amendments that were presented (the seventh amendment concerning legal language involving the dissolution of the corporation was withdrawn for further revision, so it was not on the ballot distributed at the meeting), the six amendments presented for approval were withdrawn and no votes were counted.

—Albert Mussad for Cynthia Bolling, Bylaws Committee Chair

Development Committee Report (*Cathy Perkins, Chair*)

I'm pleased to report that we have very good news. This year we have raised over \$308,119 (vs. a budget of \$167,283) in development, an all-time high for Rowe. I am proud to say the Board raised \$55,650 of that total.

Last fall, several of us attended Kim Klein's mid-week training, Fundraising for the Long Haul. It's a more advanced training than her usual weekend program, and she stayed for Saturday when she worked with the whole Board to help us figure out where

we need to go and how to get there. We also learned some surprising things, like what we have called our annual capital campaign isn't really a capital campaign. Hereafter it will be referred to as the end-of-the-year campaign. The fact is, we aren't ready for a capital campaign. I think I may have mentioned in a previous report that our donor base does not look like the desired pyramid. It has looked more like a pancake, but that is changing. We have new donors each year and a large group of donors who give consistently and they form the foundation of our fundraising efforts. We are so grateful for each gift. Thanks to the efforts of the Board and their commitment to development, the pyramid has also begun to fill in and build on that foundation. And though we have a long way to go to get to the top, we consistently have one or two donors who help us meet our goals with substantial gifts. It may take years to fill in that pyramid, but as Albert puts it, we are endeavoring to be much more robust in our fundraising.

A new water system had been identified as needed but it was slated for a few years from now by the Stewardship Committee. However, last year the water problem at Joffe House by the Brook and Fromson became critical. The cost was estimated at \$125,000. We raised \$130,734. We had help. Clean water was seen by our donors as a basic need and they came forward with generosity. We also had the benefit of two \$25,000 gifts, the second of which was a challenge grant that we were able to match.

Make no mistake, the water challenge was a lot of work, and we were concerned about our ability to sustain it. (The method is explained in detail in the March 1, 2015, minutes, which are available on the website for anyone interested.) We were also concerned about the impact that would have on our second campaign of the year, The Woodside Diversity Program. We had budgeted \$91,500 for this year's Woodside Diversity Program to cover the cost of scholarships, training, camp orientation meet-ups in NYC and Boston, and transportation. In the end, we scaled down in order to end the year in the black. We raised \$77,000, enough to cover the scholarships we gave out this year and the shortfall from 2014, which came in early last fall after the beginning of this fiscal year and is reflected in this year's income. We are very grateful to all our members and donors who support this project and also to Simon Delekta, a former camper and staff person from the 90s, who held an online benefit and matched \$4,000 in multiyear pledges. We also offer our sincere appreciation to Christa Lancaster and Marc Bregman, who recommended The Woodside Program as a recipient for The Still Point Fund. We received a \$10,000 donation in memory of Brenda Ross Winter through the fund.

This year we also received two grants totaling \$20,000 for start-up funds and scholarships for our new Certificate Program in Spiritual Guidance. The grants were provided through the UU Funding Program Fund for Unitarian Universalism, which seeks to strengthen Unitarian Universalist institutions and community life.

This year's success set the bar high. It also demonstrated that our membership is there to support and sustain Rowe and this is a great jumping-off place for our work. The Rowe Center's Centennial is nine years away, and we have a vision for preparing Rowe

for the next hundred years. You'll hear more about that in Granger's Stewardship Committee Report.

In addition to our two campaigns each year, there is more work we can do to build the basic infrastructure to encourage donors to make planned gifts. We have a legacy society, the Anita Pickett Society. We can grow it by preparing a Planned Giving Case for Support; developing bequest language for use by donors and their attorneys; and creating a planned giving page on our website. It is these gifts that will strengthen Rowe's long-term viability.

I want to thank everyone who donated to Rowe this year. Our success, while due to a great deal of hard work, is mainly due to your generosity.

—Cathy Perkins, Development Committee Chair

Stewardship Committee Report (*Granger Macy, Stewardship Committee Chair*)

Introduction

In the interest of time, I will not present the full report here. I will say that work will begin on the Orchard Guest House this year for sure. Those who are interested can go online for the full report (which follows here):

Report

The Stewardship Committee met on the Sunday before Spring Work Week. Attending were: Granger Macy, Andy Kerr, Katha Kerr, Ian Tapscott, Craig Collins, Felicity Pickett, Bobby Honeycutt, Paulette Roccio, Jeff Greenberg, Salena Migeot and Cathy Perkins.

Cathy introduced Granger Macy, who is replacing her as chair of the Stewardship Committee.

Paulette began the meeting with a list of accomplishments since last year's meeting.

The stewards then discussed each of the buildings in turn. Andy Sebula, who was unable to attend, sent in his report on the cabins and also the Orchard Guest House.

Last year, in light of the 90th anniversary of Rowe, the Stewardship Committee agreed to use the coming centennial as an incentive to give each of the buildings a facelift in the next ten years. So, instead of prioritizing by project, the needs were prioritized by building.

The priority list was established as follows:

1. Orchard Guest House
2. Grace Jordan Recreation Hall
3. Joffe House by the Brook
4. New water system
5. Farm House
6. The Grounds
7. Fromson House

8. The Chapel
9. The cabins, including Searls
10. The new Guest House

Since OGH was slated for a complete refurbishing, the committee brainstormed a wish list for the building:

- Replace the roof, including larger overhangs to mitigate the chronic moisture problems
- Replace the rotting trim boards and siding
- Fix and weatherproof the foundation
- Replace the windows
- Replace the carpeting with something else; perhaps bamboo flooring
- Do some cosmetic work on the chases now containing the pipes
- Fix the back deck
- Fix the bathroom sauna area
- Insulated window treatment on the handicapped entrance
- Resurrect the hot tub
- Install photovoltaic panels

Soon after this meeting, the water problem at Fromson and Brook House became critical, and the Orchard Guest House had to be put off for the third time. Sufficient funds have been raised to complete the water system. To date, the Massachusetts Department of Environmental Conservation has approved the proposed site for the new well, and it is now being reviewed by the Conservation Commission.

—Granger Macy, Stewardship Committee Chair

Permaculture Report (*Kate Peppard, Rowe Registration and Office Coordinator*)

Kate reviewed the EAT (Earth Activist Training) program and the feedback and recommendations Rowe received as a “client” of the program. She made a proposal on behalf of Rowe’s Permaculture Committee to institute a Permaculture Steward at Rowe. This person would live on site and receive a small stipend in return for maintaining and expanding the permaculture gardens, stewarding Rowe’s land in a more sustainable way, and advancing the permaculture goals established by the Permaculture Committee, which are consistent with the recommendations of the EAT program. It was suggested that this person could be paid out of the money received from the EAT program or from some other fundraising efforts. She acknowledged that the Permaculture Committee was already stretched in terms of time and responsibility.

—Kate Peppard, Rowe Registration and Office Coordinator

Personnel Committee Report (*Albert Mussad for Cynthia Bolling, Chair*)

Hello, everyone. I'm sorry that I couldn't join you for this year's Annual Meeting. I know the Saturday evening festivities are a short way away, so I'll keep this brief.

The Personnel Committee consists of Albert Mussad, Cathy Perkins and me.

Bonuses

We met in August to review and approve the distribution of staff bonuses totaling \$15,000. Last year the Board cut 1.5 positions and froze all pay increases. So in addition to all the extra programming and other income-generating projects Rowe began last fall, the staff did more with fewer resources. As I'm sure you heard earlier during the Treasurer's report, Rowe has enjoyed a banner year. We wanted to reward the full-time staff for their understanding, patience, and support during this time. And so we found that it was easy to agree to give back a fraction of the 5% surplus Rowe enjoyed to the people who made it possible.

ED Evaluation

You may remember that as part of the committee's work in 2013 to update Rowe's personnel policy manual, the Board pledged to send Albert and me to meet with the Executive Director for an evaluation conversation every year. We met at 6:00 p.m. on August 30, 2015, to discuss accomplishments, challenges, strengths, personal growth opportunities, and future goals. The discussion, which was cordial and frank, gave us the chance to get an in-depth perspective about the ED's thinking on a range of topics that normal Board meetings don't allow, and we found it quite useful as a team-building tool.
—Cynthia Bolling, Personnel Committee Chair

General Discussion

One member was interested in Rowe's hiring policies, in its personnel policies, and how Rowe addresses sexual harassment cases.

Another attendee wanted to acknowledge the Board for all of its hard work.

Mike Cohen made a **motion** that when the Bylaw Amendments are presented for approval next year, that both the current and proposed bylaws be stated in the information packet to members and at the meeting so the members can clearly see the differences.

The **motion** was not carried. Someone suggested that this stipulation be included in the minutes as a suggestion, and Mike was fine with that.

A **motion** was made to approve the minutes of this year's Annual Meeting at next year's Annual Meeting. The motion passed 24 to 3, with one abstention.

Adjournment of Annual Meeting (*Albert Mussad*)

The meeting was adjourned at 6:30 p.m.

Respectfully submitted,

Cynthia Bolling, Clerk, and Salena Migeot, Member-at-Large

UU Rowe Camp and Conference Center
Profit & Loss Prev Year Comparison
September 2014 through August 2015

	<u>Sep '14 - Aug 15</u>	<u>Sep '13 - Aug 14</u>	<u>Budget</u>
Ordinary Income/Expense			
Income			
4 · Development	308,469.09	140,835.53	197,000.00
5 · Income From Operations	1,109,154.84	984,035.54	1,057,980.00
Total Income	<u>1,417,623.93</u>	<u>1,124,871.07</u>	<u>1,254,980.00</u>
Cost of Goods Sold			
50000 · Cost of Goods Sold	0.00	0.00	
Total COGS	<u>0.00</u>	<u>0.00</u>	
Gross Profit	1,417,623.93	1,124,871.07	1,254,980.00
Expense			
3 · Condense Item Adj. Expense	0.00	0.00	
6000 · Program Expenses	419,904.25	420,040.05	409,895.00
7000 · General and Administrative Exp	626,960.18	691,263.00	677,665.27
8000 · Development Expenses	135,443.12	121,084.49	152,790.00
9000 · Uncategorized Expenses	0.00	70.00	
Total Expense	<u>1,182,307.55</u>	<u>1,232,457.54</u>	<u>1,240,350.27</u>
Net Ordinary Income	235,316.38	-107,586.47	14,629.73
Other Income/Expense			
Other Income			
6800 · Unrealized gain (loss)	-33,469.25	51,534.73	20,000.00
Total Other Income	<u>-33,469.25</u>	<u>51,534.73</u>	<u>20,000.00</u>
Other Expense			
900001 · suspense	0.00	0.00	
Total Other Expense	<u>0.00</u>	<u>0.00</u>	
Net Other Income	<u>-33,469.25</u>	<u>51,534.73</u>	<u>20,000.00</u>
Net Income	<u><u>201,847.13</u></u>	<u><u>-56,051.74</u></u>	<u><u>34,629.73</u></u>

UU Rowe Camp and Conference Center
Balance Sheet Prev Year Comparison
As of August 31, 2015

	<u>Aug 31, 15</u>	<u>Aug 31, 14</u>	<u>\$ Change</u>	<u>% Change</u>
ASSETS				
Current Assets				
Checking/Savings				
1010 · Cash in bank - operating	60,297.65	29,913.93	30,383.72	101.57%
1040 · Petty Cash	650.00	770.12	-120.12	-15.6%
1042 · Payroll Advance	50.00	50.00	0.00	0.0%
1070 · Savings & short-term investment	507,400.31	242,324.79	265,075.52	109.39%
Total Checking/Savings	<u>568,397.96</u>	<u>273,058.84</u>	<u>295,339.12</u>	<u>108.16%</u>
Accounts Receivable				
1110 · Accounts Receivable	6,118.00	4,485.00	1,633.00	36.41%
Total Accounts Receivable	<u>6,118.00</u>	<u>4,485.00</u>	<u>1,633.00</u>	<u>36.41%</u>
Other Current Assets				
1450 · Prepaid Expenses	16,809.73	28,421.34	-11,611.61	-40.86%
1510 · Marketable securities	349,018.57	359,401.04	-10,382.47	-2.89%
Total Other Current Assets	<u>365,828.30</u>	<u>387,822.38</u>	<u>-21,994.08</u>	<u>-5.67%</u>
Total Current Assets	940,344.26	665,366.22	274,978.04	41.33%
Fixed Assets				
1610 · Land - Operating	51,471.00	51,471.00	0.00	0.0%
1620 · Buildings - Cost & Improvements	2,849,981.17	2,757,983.96	91,997.21	3.34%
1630 · Current year improvements	23,743.27	102,232.21	-78,488.94	-76.78%
1640 · Furniture, fixtures, & equip	50,256.83	50,256.83	0.00	0.0%
1650 · Vehicles	14,750.00	10,250.00	4,500.00	43.9%
1725 · Accum depr - building	-1,082,837.62	-1,023,084.19	-59,753.43	-5.84%
1745 · Accum deprec- furn,fix,equip	-47,039.75	-44,870.39	-2,169.36	-4.84%
1755 · Accum deprec - vehicles	-9,638.17	-9,250.42	-387.75	-4.19%
1800 · Investment Property	0.00	83,900.00	-83,900.00	-100.0%
Total Fixed Assets	<u>1,850,686.73</u>	<u>1,978,889.00</u>	<u>-128,202.27</u>	<u>-6.48%</u>
TOTAL ASSETS	<u><u>2,791,030.99</u></u>	<u><u>2,644,255.22</u></u>	<u><u>146,775.77</u></u>	<u><u>5.55%</u></u>
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2010 · Accounts Payable	3,933.09	3,853.16	79.93	2.07%
Total Accounts Payable	<u>3,933.09</u>	<u>3,853.16</u>	<u>79.93</u>	<u>2.07%</u>
Other Current Liabilities				
2130 · Accrued payroll expenses	14,318.84	11,217.23	3,101.61	27.65%
2140 · Accrued sales taxes	54.23	9.51	44.72	470.24%
2150 · Accrued expenses - other	0.00	2,347.35	-2,347.35	-100.0%

UU Rowe Camp and Conference Center
Balance Sheet Prev Year Comparison
As of August 31, 2015

	<u>Aug 31, 15</u>	<u>Aug 31, 14</u>	<u>\$ Change</u>	<u>% Change</u>
2200 · Accrued Interest	26,808.35	26,808.35	0.00	0.0%
2310 · Deferred Revenue	89,948.00	102,806.50	-12,858.50	-12.51%
Total Other Current Liabilities	<u>131,129.42</u>	<u>143,188.94</u>	<u>-12,059.52</u>	<u>-8.42%</u>
Total Current Liabilities	135,062.51	147,042.10	-11,979.59	-8.15%
Long Term Liabilities				
2100 · curr portion of long term debt	40,745.00	40,745.00	0.00	0.0%
2730 · Consolodated Mortgage Payable	166,038.28	190,483.23	-24,444.95	-12.83%
2731 · 312 Zoar Rd. Mortgage Payable	144,535.91	147,720.30	-3,184.39	-2.16%
2770 · Long-term liabilities - other	58,000.00	58,000.00	0.00	0.0%
2800 · Less current portion of mortgag	-40,745.00	-40,745.00	0.00	0.0%
Total Long Term Liabilities	<u>368,574.19</u>	<u>396,203.53</u>	<u>-27,629.34</u>	<u>-6.97%</u>
Total Liabilities	503,636.70	543,245.63	-39,608.93	-7.29%
Equity				
3010 · Unrestrict (retained earnings)	1,710,570.88	1,766,622.62	-56,051.74	-3.17%
3020 · Temporary Restricted Fund Bal	541,727.00	541,727.00	0.00	0.0%
3030 · Permanently restricted fund bal	5,000.00	5,000.00	0.00	0.0%
3100 · Prior Period Adjustments	-154,545.29	-156,288.29	1,743.00	1.12%
Net Income	<u>184,641.70</u>	<u>-56,051.74</u>	<u>240,693.44</u>	<u>429.41%</u>
Total Equity	<u>2,287,394.29</u>	<u>2,101,009.59</u>	<u>186,384.70</u>	<u>8.87%</u>
TOTAL LIABILITIES & EQUITY	<u><u>2,791,030.99</u></u>	<u><u>2,644,255.22</u></u>	<u><u>146,775.77</u></u>	<u><u>5.55%</u></u>

UU Rowe Camp and Conference Center

Proposed Budget

Sept 2015 - Aug 2016

	Actuals		Actuals		Previous Year's budget	
	Sep '13 - Aug 14	Sep '14 - Jun 15	Sep '13 - Aug 14	Sep '14 - Jun 15	Budget 2014/2015	
INCOME - Development						
4 · Development						
4400 · Board Development						
Total 44010 · Board of Trustees Donations	3,590.00		4,134.00		4,000.00	
Total 44030 · Board Development Camperships	12,298.00		14,845.34		16,000.00	
Total 44040 · Board Portfolio Donations	11,809.00		35,095.00		30,000.00	
Total 4400 · Board Development	27,697.00		54,074.34		50,000.00	
Total 4500 · Unrestricted Development	32,902.33		37,023.60		41,000.00	
4600 · Restricted Development						
Total 4610 · Endowment Donations	1,150.00		1,150.00		1,000.00	
Total 4620 · Camperships	44,295.96		56,198.93		82,250.00	
4631 · Capital Fund	26,781.00		8,875.00		25,000.00	
Total 4661 · Fundraising Sales	954.79		210.00		250.00	
46701 · UUA Program Grants	0.00		20,000.00		0.00	
Total 4690 · Miscellaneous Restricted Gift	5,500.00		5,130.00		500.00	
4700 · Dividends & Interest Securities	63.45		56.70		0.00	
Total 4600 · Restricted Development	80,236.20		187,698.13		109,000.00	
Total 4 · Total Development Income	140,835.53		288,796.07		200,000.00	
INCOME - Operating						
5 · Income From Operations						
51 · Fees, Sales, Rentals						
5110 · Conference Center Fees	541,759.65		574,861.35		549,680.00	
5111 · Labor Day Retreat	36,229.00		38,138.00		36,000.00	
5115 · Spiritual Guidance Prog Income	0.00		2,000.00		0.00	
Total 5120 · Camp Fees	379,360.75		145,497.75		412,500.00	
Total 5140 · Rentals--Room and Other	19,422.00		68,395.00		52,000.00	
Total 5150 · Sales	3,281.82		-580.81		5,750.00	
Total 5190 · Miscellaneous Income	1,929.75		293.55		300.00	
Total 51 · Fees, Sales, Rentals	982,075.12		828,602.53		1,056,230.00	
5310 · Interest-savings/short-term Inv	1,333.80		999.17		1,000.00	
5320 · Dividends & interest-securities	626.62		351.07		750.00	
Total 5 · Income From Operations	984,035.54		829,952.77		1,057,980.00	

UU Rowe Camp and Conference Center
Proposed Budget
Sept 2015 - Aug 2016

	Actuals Sep '13 - Aug 14	Actuals Sep '14 - Jun 15	Previous Year's budget Budget 2014/2015
Total Income	1,124,871.07	1,118,748.84	1,257,980.00
EXPENSES - Operating			
6000 · Program Expenses			
Total 6100 · Conference Center Expenses	208,436.69	214,713.26	206,750.00
Total 6200 · Camp Expenses	113,365.57	16,116.32	128,720.00
Total 6300 · Program Promotion	98,237.79	76,264.69	76,500.00
Total 6450 · Wedding Expenses	0.00	2,752.95	0.00
Total 6500 · Spiritual Guidance Program	0.00	0.00	0.00
Total 6000 · Program Expenses	420,040.05	309,847.22	411,970.00
7000 · General and Administrative Exp			
Total 7121 · Center Salaries	142,552.83	111,041.31	149,496.00
7122:summer support salaries	27,589.75	2,368.44	32,385.00
7124 · Conference Center Dishwasher	2,816.00	0.00	0.00
Total 7120 · Salaries & wages - other	172,958.58	113,409.75	181,881.00
7130 · Pension-Employer Contributions	15,286.10	13,422.43	19,575.00
Total 7140 · Employee benefits - not pension	89,235.99	63,317.81	83,900.00
Total 7150 · Payroll taxes	26,888.63	15,526.56	34,500.54
Total 7190 · Other personnel expenses	44,438.17	31,370.15	41,200.00
Total 7100 · Salaries & related expenses	368,757.47	255,611.23	380,556.54
Total 7200 · Office Expenses	16,366.64	15,411.32	20,850.00
7300 · Facilities Expense			
Total 7310 · Maintenance Expenses	114,636.56	80,610.08	101,000.00
Total 7320 · Housekeeping Expenses	6,449.85	5,365.31	6,750.00
Total 7330 · Auto Expense	11,789.52	4,031.00	11,500.00
Total 7300 · Facilities Expense	132,875.93	90,006.39	119,250.00
Total 7400 · Kitchen Expenses	8,077.21	3,846.57	6,500.00
7500 · General Expenses			
7505 · Depreciation Expense	56,765.06	50,586.70	76,525.00
7510 · Mortgage interest	11,676.58	8,693.26	10,320.00

UU Rowe Camp and Conference Center

Proposed Budget

Sept 2015 - Aug 2016

	Actuals		Actuals		Previous Year's budget	
	Sep '13 - Aug 14	Sep '14 - Jun 15	Sep '13 - Aug 14	Sep '14 - Jun 15	Budget 2014/2015	
7510 · Mortgage interest - Zoar Rd	5,669.55	6,166.64	6,240.00			
Total 7515 · Interest expense - general	15,615.19	13,010.52	16,850.00			
Total 7520 · Property & Liability Insurance	31,752.44	20,301.72	25,400.00			
7525 · Non-Profit Gifts	1,402.64	2,000.00	2,000.00			
Total 7535 · Board of Trustee Expenses	197.50	58.83	1,250.00			
7536 · Accounting fees	9,625.00	875.00	4,500.00			
7555 · Membership dues - CU2C2	0.00	0.00	0.00			
7570 · Miscellaneous Expenses	200.00	56.50	500.00			
Total 7500 · General Expenses	<u>137,737.79</u>	<u>103,186.70</u>	<u>145,775.00</u>			
Total 7000 · General and Administrative Exp	<u>663,815.04</u>	<u>468,062.21</u>	<u>672,931.54</u>			

Operating Income	964,035.54	\$	829,952.77	\$	1,057,980.00
Operating Expenses	1,083,855.09		777,909.43		1,084,901.54
Net from operations	(99,819.55)		52,043.34		(26,921.54)
Add back depreciation	56,765.06		50,586.70		76,525.00
Deduct Mortgage Principle	37,223.42		22,940.00		29,718.00
net after deductions	(80,277.91)	\$	79,690.04	\$	19,885.46

EXPENSES - Development

8200 · Special Event Expenses	0.00	0.00	1,000.00
8210 · Iris Fund Projects Expense	1,942.75	0.00	1,000.00
8220 · May Tree Artist in Residence	3,837.76	7,136.54	9,000.00
8300 · Development Salaries			
8310 · Development Officer	19,950.00	13,438.58	19,500.00
8320 · Development Assistant	8,291.74	7,291.80	7,000.00
8330 · Development Housing	0.00	4,783.37	4,100.00
Total 8300 · Development Salaries	<u>28,241.74</u>	<u>25,513.75</u>	<u>30,600.00</u>
8400 · General Development Expense			
Total 8410 · Fundraising	9,087.29	11,032.00	15,000.00
Total 8500 · Campership Expenses	<u>73,623.50</u>	<u>26,769.50</u>	<u>98,750.00</u>
Total 8600 · Program Development	0.00	11,969.24	0.00
Total 8000 · Development Expenses	<u>120,873.34</u>	<u>82,925.75</u>	<u>155,350.00</u>

**UU Rowe Camp and Conference Center
Proposed Budget
Sept 2015 - Aug 2016**

	Actuals Sep '13 - Aug 14	Actuals Sep '14 - Jun 15	Previous Year's budget Budget 2014/2015
Development Income	140,835.53	288,796.07	200,000.00
Development Expenses	120,873.94	82,925.75	155,350.00
Net from development	19,962.19	205,870.32	44,650.00
Capital Fund Project	40,641.00	141,884.5	46,500.00
Endowment Donations	1,150.00	11,150.00	1,000.00
Adj net from development	-21,828.81	52,835.82	-2,850.00

9000 · Uncategorized Expenses

ADJUSTED TOTAL NET INCOME -102,106.72 132,525.86 17,035.46

Other Income/Expense

Other Income

Total 6800 · Unrealized gain (loss)

Total Other Income

Net Other Income

ADJ.NET INCOME PLUS UNREALIZED GAINS/LOSS

	51,534.73	-33,016.54	20,000.00
	51,534.73	-33,016.54	20,000.00
	51,534.73	-33,016.54	20,000.00
	-50,571.99	99,509.32	37,035.46

**UU Rowe Camp and Conference Center
 Proposed Budget
 Sept 2015 - Aug 2016**

	Budget Draft Budget 2015/2016
INCOME - Development	
4 · Development	
4400 · Board Development	
Total 44010 · Board of Trustees Donations	4,000.00
Total 44030 · Board Development Camperships	26,000.00
Total 44040 · Board Portfolio Donations	30,000.00
Total 4400 · Board Development	60,000.00
Total 4500 · Unrestricted Development	37,500.00
4600 · Restricted Development	
Total 4610 · Endowment Donations	1,000.00
Total 4620 · Camperships	82,850.00
4631 · Capital Fund	25,000.00
Total 4661 · Fundraising Sales	350.00
46701 · UUA Program Grants	10,000.00
Total 4690 · Miscellaneous Restricted Gift	3,200.00
4700 · Dividends & Interest Securities	100.00
Total 4600 · Restricted Development	112,500.00
Total 4 · Total Development Income	220,000.00
INCOME - Operating	
5 · Income From Operations	
51 · Fees, Sales, Rentals	
5110 · Conference Center Fees	590,000.00
5111 · Labor Day Retreat	40,000.00
5115 · Spiritual Guidance Prog Income	85,000.00
Total 5120 · Camp Fees	439,500.00
Total 5140 · Rentals--Room and Other	54,600.00
Total 5150 · Sales	2,500.00
Total 5190 · Miscellaneous Income	550.00
Total 51 · Fees, Sales, Rentals	1,212,150.00
5310 · Interest-savings/short-term Inv	1,000.00
5320 · Dividends & interest-securities	750.00
Total 5 · Income From Operations	1,213,900.00

**UU Rowe Camp and Conference Center
 Proposed Budget
 Sept 2015 - Aug 2016**

	Budget Draft Budget 2015/2016
Total Income	1,433,900.00
EXPENSES - Operating	
6000 · Program Expenses	
Total 6100 · Conference Center Expenses	225,250.00
Total 6200 · Camp Expenses	136,450.00
Total 6300 · Program Promotion	84,000.00
Total 6450 · Wedding Expenses	3,000.00
Total 6500 · Spiritual Guidance Program	31,600.00
Total 6000 · Program Expenses	480,300.00
Tota 7000 · General and Administrative Exp	
Total 7121 · Center Salaries	201,714.00
7125:summer support salaries	41,075.00
7124 · Conference Center Dishwasher	4,000.00
Total 7120 · Salaries & wages - other	246,789.00
7130 · Pension-Employer Contributions	15,695.00
Total 7140 · Employee benefits - not pension	96,500.00
Total 7150 · Payroll taxes	42,894.28
Total 7190 · Other personnel expenses	43,640.00
Total 7100 · Salaries & related expenses	466,118.28
Total 7200 · Office Expenses	22,400.00
7300 · Facilities Expense	
Total 7310 · Maintenance Expenses	107,800.00
Total 7320 · Housekeeping Expenses	7,750.00
Total 7330 · Auto Expense	12,500.00
Total 7300 · Facilities Expense	128,050.00
Total 7400 · Kitchen Expenses	8,000.00
7500 · General Expenses	
7505 · Depreciation Expense	60,000.00
7510 · Mortgage interest	11,850.00

UU Rowe Camp and Conference Center Proposed Budget Sept 2015 - Aug 2016

	Budget Draft Budget 2015/2016
7510 · Mortgage interest - Zoar Rd	5,250.00
Total 7515 · Interest expense - general	16,950.00
Total 7520 · Property & Liability Insurance	24,000.00
7525 · Non-Profit Gifts	2,000.00
Total 7535 · Board of Trustee Expenses	1,750.00
7536 · Accounting fees	15,000.00
7565 · Membership dues - CU2C2	400.00
7570 · Miscellaneous Expenses	500.00
Total 7500 · General Expenses	137,700.00
Total 7000 · General and Administrative Exp	762,268.28
Operating Income	\$ 1,213,900.00
Operating Expenses	1,242,568.28
Net from operations	(28,668.28)
Add back depreciation	60,000.00
Deduct Mortgage Principle	24,500.00
net after deductions	\$ 6,831.72
EXPENSES - Development	
8200 · Special Event Expenses	1,000.00
8210 · Iris Fund Projects Expense	1,000.00
8220 · May Tree Artist in Residence	6,000.00
8300 · Development Salaries	20,600.00
8310 · Development Officer	6,350.00
8320 · Development Assistant	4,500.00
8330 · Development Housing	31,450.00
Total 8300 · Development Salaries	31,450.00
8400 · General Development Expense	15,000.00
Total 8410 · Fundraising	97,100.00
Total 8500 · Campership Expenses	10,000.00
Total 8600 · Program Development	161,550.00
Total 8000 · Development Expenses	161,550.00

