

**Annual Report**  
**U. U. Rowe Center**  
**Annual Meeting**  
**September 7, 2013**

**Board Members Present:**

Albert Mussad, Annual Meeting Chair; Clay Connor, Vice President; Cynthia Bolling, Clerk; and Cathy Perkins, Member-at-Large

**Also Present:**

Felicity Pickett, Executive Director; Paulette Roccio, Director of Operations, Katha Kerr, Member-at-Large nominee, Arthur Samuelson, Director of Programming. Total attendees: 25.

**Call to Order** (*Albert Mussad, Annual Meeting Chair*)

Albert called the meeting to order at 9:40 a.m., and invited Heather to open the meeting with an invocation.

**Invocation** (*Heather Concannon*)

As we enter in to our annual meeting, I invite you to join me in a spirit of prayer and reflection as we light the chalice.

As we enter in to this time and space together

This hall of memory,

Of possibility

Of promise,

Of love,

May we remember those whose shoulders we stand on.

All those who have loved this community before us,

Built the foundation we have inherited

And may we embrace those we walk with

Those whose vision for the future might not be the same as ours

But whose dedication and love for this place is real, valuable, heartfelt.

And may we think to those who are yet to come.

As we pave the way for future generations of campers, retreat-goers, staff, visitors.

Those who will inherit this beloved community from us

And may our actions now look to the future of this beloved place.

Today as we gather for our Annual Meeting

May we remember that life in community is sometimes messy

Often beautiful

Always sacred.

May we know the blessing of relationship

Of commitment

### Of dedication

May we use this time together to show our dedication to Rowe, a place we have each held dearly in our hearts.

May love be our legacy  
Today and every day.

Amen.

—*Heather Concannon*

The attendees appreciated Heather's invocation very much. Heather is nearing the end of her studies at seminary to become a U.U. minister.

### **Welcome and Highlights of 2012-2013** (*Albert Mussad, Annual Meeting Chair*)

I would like to offer you highlights from eight tasks the board has been engaged in for the past year. They focus on four areas: our mission, programs, facilities, and money. As we proceed with the meeting, you'll hear from our committee chairs, who will give you details about:

- A mission statement to move, touch and inspire
- Exciting news in our programming department (new programs and a large number of first-time attendees)
- Replacement of all nine cabin roofs
- Efforts regarding the Farmhouse expansion
- Use of social media for fundraising
- Fundraising efforts, which netted in excess of \$130,000
- Raised approximately (monies still coming in) \$60,000 to provide full and partial camperships and to provide camp staff training
- Rowe's operating cash—daily cash flow—has reached a level of concern

—*Albert Mussad, Annual Meeting Chair*

### **Approval of June 2, 2013 Minutes** (*Cynthia Bolling, Trustees' Clerk*)

Copies of the minutes had been distributed prior to the meeting. Albert called for their approval when he finished his welcoming remarks.

Clay made a **motion** to approve the minutes. Cathy seconded. The motion was passed unanimously.

## **Directors' Reports**

### **Executive Director** (*Felicity Pickett*)

Transition years tend to be difficult and this year was no exception. I started my new position with eyes wide open, knowing that there would be challenges, the main one being that attendance had been declining for a number of years and we needed to turn that around immediately. I wasn't expecting much difficulty in adjusting to my new role, as the tasks that I had been doing weren't changing. I was surprised by the ways my attention was drawn away from the goal at hand as I struggled to deal with putting out fires all year in what I can only imagine was a response to the loss felt by many with Doug's retirement. It felt like a year of distractions.

I have a vision for Rowe and goals that I want to accomplish. I want to hold the Spirit of Rowe, to bring Rowe back to a place of financial security, to bring all the buildings and grounds into good repair, to create a culture that is inclusive and open to everyone, and to create unity with the camp and conference center.

For as long as I have been here, and from things I have heard, from the time the conference center began, there has been a split. In fact, at one time the camp and conference center were seen as two separate entities. It is time to move away from the old paradigm of separation and come together in unity.

I have been deeply involved in both the camps and the conference center and I love them both and I know how deeply interrelated they are. There is healing to be done here and bridging this gap is key to Rowe's future. Because words have such a powerful energy, we began referring to Rowe as Rowe Center, a unified Rowe Camp and Conference Center.

Over the winter I had a couple wonderful opportunities to talk with some camp staff about things that were concerning them. That prompted an idea. I meet with camp staff during pre-camp each year to do a mandated reporter training. This year I added a time when I could talk with staff about whatever seemed relevant and Paulette joined me to let them know about what we were doing to care for the physical plant. I spoke with them about the idea of a united Rowe Center. When I asked if they would share with me their own resentments that add to the split, I came up against a sudden silence. Someone said that I couldn't ask that outright. Someone else courageously stepped forward and said, "Well, I don't necessarily feel this way, but I've heard . . ." So we played the game of Rumor Has It and some good, honest and open communication began.

The issues are the same issues that happen in any community when there is a shortage of resources: money, space, status. And I was able to dispel some misinformation. For example, "someone had heard" that conference folks got all the good stuff (the good rugs, furniture, etc.) I reframed this issue by explaining that it takes a lot of work to change over the camp to make it camper friendly and we would love to not have to do the extra work. But we do it to support the program by creating a space that is pretty much free of rules in order to support the camp culture. Adults want more amenities. And if we keep them all year then there would be many rules to go along with the good furniture. It's like creating a playroom. When I explained how much work it took to both create the space and then break it down at the end of summer, I saw expressions of deep gratitude rather than resentment.

A major source of resentment was around money. There has been an ongoing myth that the summer camps financially support the conference center, which is seen as draining resources from the camps. This is not true. The conference center has good years and not so good years, as does the camp. The difference is that the camps are subsidized by campership money, much of it donated by those who go to conferences. And though most conference attendees do not stay in cabins, more money was donated for the cabin roofs from those who attend conferences than from those connected to the camps. As I said to camp staff, conference attendees are in a different place in their lives and have more money available to them. In fact, a high percentage of camp staff make donations from their camp pay to the Woodside Fund. A number of them donate their full pay. It is quite inspiring. Each gives generously of what they have.

All of this is not to create a competition but to dispel the myth that one is draining the other and to create the path to seeing Rowe as one center. In fact the camp and conference center are quite interdependent. It would be difficult to sustain conferences over the full year and it would drive the cost of camps up a lot if the conference center wasn't here. There is no "Mr. Rowe" making money at the expense of anyone. In fact what is draining the resources is the insurance companies and the utility companies.

In some ways it feels like talking about the two as separate entities is counterproductive to creating unity. But until the resentments are aired and the myths are cleared up, we can't move forward. I felt we took a giant step forward this year and Arthur will talk more about ways that we are working to create more opportunities for our campers and camp staff to find their place at Rowe Center and this can go a long way towards sustaining Rowe in the future.

A very big disappointment this year was that though we have spent a lot of energy working with DEP and trying to find creative solutions to move on with the Farmhouse addition, we have hit a stone wall. We thought we found a solution by creating a new water system, which is much needed. We applied for a \$100,000 grant from Shelter Rock and though two were given to U.U. centers, we did not receive one. We had contracted with a water engineering consultant and he wrote a letter to DEP with a proposal to do the project in three stages over the course of three years. In the first year we'd dig the well, and in the second we'd run the pipes to connect the water to our buildings, and so on. DEP approved the proposal but then went on to say they were still not willing to give us the green light to do construction until we upgraded every septic system on the grounds. We have eight of them. That is beyond our abilities. But we need more guest housing and we need it now.

Two houses near Rowe's campus will be going on sale soon. This opens up more possibilities. We might be able to provide a wheelchair-accessible bedroom with its own bathroom elsewhere on Rowe's campus as well as more rooms, without having to build the Farmhouse addition. At this time we have about \$165,000 for the project. It is time to let go of the idea that we can build this addition. The first thing we need to do is to write to the donors who generously gave to the project and let them know what has happened to date and to ask them if we can use their donations to move forward on a new plan that would meet the same goals.

Bringing Rowe back to a place of financial security is the big task at hand. Good programming is of course necessary, but having adequate housing available is a key issue as well. In general our conference attendance was up a bit but not as much as we had hoped for, but the big surprise was that enrollment for the youth camps was down by 10%. We were projecting a greater loss and expected a major cash flow problem in August, but some quick action turned it around a bit. We changed the allocation of cabins with T-Camp and YPC and added seven new campers. We also brought in more young people who were in need of scholarship support. This meant increasing our campership efforts and our campership funds are still \$6,000 below what we gave out. Fortunately, the attendance at Kindred Spirits and Women's Week was up.

This year we expanded our offerings for women by adding a new camp program. Over the years attendance at WomenCircles had been declining. There was a strong camper community, but while the program had strong support from many, there were others whose needs remained unmet. We have gone through situations with long-term camp directors before.

A number of years ago, there was a split in the Gay Men's Labor Day Retreat and in Kindred Spirits. They both had strong, powerful leaders who made the camp their own. They left Rowe and started their own programs and split their communities. It was harsh and painful for everyone. It took years to heal the wounding, but both programs are now running strong. I believe that we have the creative ability to find another way. I worked with Eclipse to create a vision for a new camp based on her work. It is called Woman Soul. Marie Summerwood was hired to direct WomenCircles. The goal was to be able to sustain the community of women who have found a home for their spirit at Rowe, to honor Eclipse's work and her years of service to Rowe, and to make the week financially sustainable. We can create unity while honoring our differences. We did it. We had a vision for a Women's Week at Rowe that would offer women choices and that would sustain the community that had been nurtured and nourished throughout the years. And I am grateful to the many women who came and proved that was possible. The week wasn't flawless, but then no camp week ever is. It was hard work because it goes against the grain of this world, which says if something isn't working, get rid of it. It was work worth doing.

In terms of holding the Rowe Spirit and creating a culture that is inclusive and open to everyone, we have work to do. We do amazing work creating the magic of Rowe for those who come here. But sometimes we forget that we need to do that for those who come here to work as well. Over the years I have both experienced for myself and watched others go through the process of initiation by fire. I have also heard harsh criticism that cuts to the core and hurts. We, and I am including myself here, need to work towards what the Buddhists call right language. Just recently an e-mail snafu happened on one of the camp's e-mail groups. It was two friends gossiping in what I call a snarky way. I can say that because I've certainly done that with my friends at times. It caused great pain.

Several years ago, I stopped writing camp manager's reports. I had always put a lot of time and energy into doing them and I didn't stop because it was a lot of work. I stopped because something I said hurt a camp director. To me I was simply stating my observation of what could have gone better, but she had put her heart and soul into her work and it felt like a public criticism. I get that. I see camp directors' reports that criticize support staff and I know how that feels. People who come to work at Rowe come for the love of the place. They are committed and hard working and give beyond any normal expectation of what it means to give to your work. We tend to live in our minds and think that giving feedback isn't criticism. But for those who work here out of love, that criticism can be wounding. I have watched this, particularly over the last year. I have watched it dishearten and disempower people. It needs to stop. And the spirit of loving kindness needs to extend to those who are on a daily basis holding Rowe in their care.

I'm not saying that critical thinking should be banned from Rowe. We ask for feedback every weekend. What I am saying is that we need to hold each other with good intention and be mindful of what we are saying and how we are saying it. Of course we are humans and we won't always operate out of our best selves. But trust is important. We all want Rowe to be the best it can be. We all want it to continue through many generations. Given the resources we have, both financial and personnel, we do amazing work. That is part of what the Rowe Spirit is all about, finding creative solutions and working together to keep the Spirit alive.

We are a microcosm of the larger world. And we can let that world be the mirror for us or we can create a different way of being and mirror that out into the world and create change. Rowe

is about peacemaking and about creating a better world, and I thank you all for holding Rowe in your care.

*Felicity Pickett, Executive Director*

### Discussion

Felicity's presentation prompted several thoughtful questions from those present. For example, when asked if we now have a better connection with the town, Felicity affirmed that the attitude of the townspeople toward Rowe is slowly changing. She credits some of the recent improvements to Rowe's willingness to help the town after its elementary school burned down, hosting over a dozen town meetings, including the school's annual spaghetti dinner. Felicity also said that if we do buy a house, we'd pay taxes for it—something that's very important to the townspeople. Other suggestions from members: reach out to U.U. churches with a presentation about Rowe; create a weekend camp for former campers; and visit Ferry Beach leaders—since it's very different from what they do, it will clarify what Rowe does best.

### **Director of Programming** (*Arthur Samuelson*)

As Felicity said, this has been a year of transition for all of us. But we are not the only retreat and conference center that is in transition. Indeed, Esalen, Omega, Kripalu, the Open Center—who were all more or less born at the same time as us—are also navigating a similar challenge to build upon their founder's vision in a new culture, for a new generation, in a very different economy. Our path has always been different; our path now is to draw strength from the values that are at the heart of our mission and have sustained us. While we have always needed to be cognizant of money, we are not driven by it in quite the same way as Omega or Kripalu. While Omega will invite Bill Clinton—a sure audience grabber—we stand for a different kind of politics.

Last year when I came before you, I tried to articulate our vision—perhaps in new words, but the same vision that Doug brought here, what will soon be 40 years ago. I spoke about Rowe being counter-cultural, not in the sense of being stuck in the 1960s but as a stand for values that are contrary to those of the market, and virtually everything it touches, including retreat centers.

As it says in the opening of our catalog:

*Rowe's philosophy arises from a deep faith in the fundamental goodness of human beings, the abiding miracle of life on earth, and the soul-searching beauty of creation. We offer workshops on nature and spirituality to connect people to the ineffable; on relationships and communication to connect people to each other; on politics and ideas to support people in creating a better world; and on self-improvement, creativity, and the arts to help people flourish. With program rates on a sliding scale, we go out of our way to make it possible for people to come here to learn, to rest, or just to enjoy a break from their lives. Rowe is a place to turn off your cell phone so you can be truly present, tune up your soul so you can be truly yourself, and drop into community so you can be more fully human.*

Or as one of Doug's clipped cartoons hanging in the Farmhouse bathroom says: *I put you on hold; you put me on hold; everyone is on hold, but no one really feels held.* Rowe is a place where you can feel held.

As Program Director in this time of transition, my task has been to find us new and somewhat younger audiences, revitalize the one we have been serving so long, and not to do one at the expense of the other. Change through continuity has been my watchword.

Stepping back and looking at the last two seasons, I can say we tried many new things, both in terms of programming and marketing. Not everything worked, but it all helped.

There were 30 new programs in the last two catalogs, meaning that two-thirds of our workshop leaders have been here before, including some of our favorites: Yysaye Barnwell, Jean Houston, Ray Moody, and Kathy Bullock. Among the new presenters were folks with national reputations such as Victor Navasky, Mary Catherine Bateson, Carol Gilligan, Elizabeth Swados, Danny Gregory, Eric Maisel, and Debbie Stoller. We tried some new things, not all of which succeeded, but our experiments with food and knitting did. I put an emphasis on art and nature because doing art here is worth the trip, and because nature is one of our most attractive assets. We experimented with a grandparents camp, taking advantage of our older audience, which has promise for the future.

In marketing, we redesigned and reconceptualized both the catalog and *The Center Post*, bolstered our e-mail marketing, and began to make changes in our website presence. In the catalogs, we made it a priority to show people what we look like as well as to show off our programs in an attractive format. We added a pullout sheet to *The Center Post* for people to post on their refrigerators, and added a thematic guide to our programs to make it easier for people to find what they are looking for. We trimmed our mailing list to eliminate folks who had not been here or shown interest in seven years and got *The Nation* magazine to send 50,000 e-mails and 2,000 of our catalogs to their subscribers, and *Orion* magazine to support our nature programs with 20,000 e-mails. We added videos to each program leader's page on our website and we added video testimonials from both guests and program leaders to the website and created an interactive catalog for it, allowing folks to register directly from it. We redesigned our e-mails, and developed a strategy of exposing people three times to each one; first through a monthly newsletter, then thematically to people we know are interested, and finally, for the weekend itself. We have two interns working for us to design a Facebook campaign that we will be rolling out.

So, how did we do? We had 1,369 registered guests these last two seasons, of whom 44.4% were new to us. Last year we had 1,299 guests, of whom 35.8% were new. In other words, we brought in almost 10% more new guests this year than last year. And increased our attendance by 10%. It's a start, but there is still a lot of ground to recover. This was the first time in 10 years we did better than the previous year. Despite the improved enrollment last year, we did not reach either the 10-year average or the number of guests we had in 2010. Like the economy itself, we are still in recovery.

We can be encouraged that we are moving in the right direction, as reflected in our adult summer camps, all of which have been running in excess of 25 years. While our kids' camp enrollment was down, perhaps reflecting a national trend, Kindred Spirits drew 71 people, 13 of whom were new, compared with last year's 61, with 8 new. The two women's camps brought in 59 women, 11 of whom were new, compared with 52 last year, of whom 6 were new. And most impressive of all, our Labor Day Gay Men's Retreat had 84 men here, 28 of whom were new, compared with 66 last year and only 11 new participants.

Next week begins our new Fall/ Winter workshop season, and enrollments are running strong for September and October. Fifty-five percent of the people who had registered when I last looked had never been here before, a trend we want to continue. The new catalog puts special emphasis on attracting people to come here for the holidays of Thanksgiving, Christmas, and New Year's, which traditionally have been slow times for us. It may not work. Another concern is that *The Sun*, which has been bringing almost 90 people here for 10 years, is taking this year off to focus on its 40th anniversary. That is a big hole to fill.

To help build our audience for the future, Felicity and I are working with a group of former campers now in their 20s to create a camp just for them, to take the Rowe experience into their adult years. As we said to them, "This place was created by people in their 20s. They did not have money, and did not know what they were doing. Now it is your turn."

I will close with a quick update on personnel. I am delighted that Steve Kanji Ruhl has decided to stay as marketing coordinator and to move full time onto the grounds. He is making an invaluable contribution not only to our marketing efforts but to our community as well. I am personally sad to report that Barbara Gorman will be leaving at the end of this month and will be replaced by Kerry Read, who is coming to us from Maine. We now have two volunteers in the office, Dan and Root, both of whom started today, so forgive them if they look a little stunned and do not have answers to your questions. This will be the first time in a long time that we have been fully staffed. Barbara did a great job, often by herself handling reservations, customer service, people with lengthy lists of what they would not eat, and at the same time answering phone calls from people asking what the weather was like. I have greatly appreciated her service and wish her the best. She thinks that Florida will be better, to which I say, be patient, global warming will reach Rowe eventually!

### Discussion

During the general discussion that followed Arthur's report, the members learned that Arthur has been working as the assistant animal control officer (well, dogcatcher) for the town of Rowe.

### **Director of Operations** (*Paulette Roccio*)

At a board meeting earlier this year, Albert made a statement that accurately reflects this past year. I am paraphrasing his words, but it went something like this: "Wouldn't it be better if the Director of Operations didn't have to spend so much time in the kitchen actually cooking?" The answer is yes, it would have been better if I didn't have to spend so much time actually cooking, cleaning bathrooms, making beds, and doing KP. As I reflect back on the past year, I acknowledge that it would have been better for me to be able to focus my efforts on the big picture. However, many really good things came from my time spent in the kitchen and reflecting on that has given me a renewed energy, as I can see from the outside what I have been trying to create.

We have worked the entire past year without a full-time Head Chef and Associate Chef. It is not due to a lack of trying to hire someone. I have interviewed every qualified candidate who has expressed an interest. Despite the fact that we have not had a full-time chef, the feedback we receive from our guests is on the whole extremely positive. The team of cooks I have working together operate as a true community and the love they feel for each other, the food, and their



work is reflected in the food. Our guests often comment positively, not only about the food but also about the environment in the kitchen. I feel as if this is extremely important, as it reflects the fact that our kitchen is nurturing our guests through the food. The team of summer cooks I had this year was by far the best summer team I have seen in my time at Rowe. Unfortunately, I had to fire the acting Lead Cook midway through the summer for a behavior standard violation, but the remaining team all stepped up to the plate, worked collaboratively, and continued to put out great food.

I brought on Kimba as the Head of Housekeeping in the late fall. She is adored by all of our guests and volunteers. She is incredibly caring and responsive to the needs of all of our guests, conference leaders, and camp staff. Again, it is obvious the love she puts into her work. She has also found true community with the kitchen staff, who are all considered part of the operations team.

Two years ago we began trying to refocus our Volunteer Program and make changes to create a more positive environment. Part of that was changing the way we assign housing to volunteers as well as reworking the copy that goes into our catalog and center post. This past year we had very few candidates for our volunteer program. The lack of interest in the program was unfortunate, because we were never able to test the changes we wanted to make in the program. The lack of interest was also odd, because since I've been here, we've often had people waiting to get into the program. There was not a time in the past year when the program was full. In fact, this past spring we had only 2 volunteers. We typically have 7. That meant that everyone on our staff had to work harder to accomplish the work that 5 volunteers working 32 hours a week would have done. That is a lot of work. The good news is that after changing the copy back to our old copy, we once again have 7 volunteers with a waiting list. I am encouraged to see what will happen over the course of the next year.

From a facilities perspective, we have faced many major replacements. The replacements have to do with an aging facility and the natural lifespan of the parts. We had to replace both pumps in the farmhouse septic system, a hot water heater in the Orchard Guest house, and a water pump in the Rec Hall as well as the pump in the well behind the Rec Hall. All of these were costly repairs. At the same time they aren't very noticeable, as they are all part of the infrastructure. In addition, we did accomplish some major repairs that are quite noticeable. Katha will tell you more about them.

Another major challenge we faced this year was losing our Head of Maintenance during an incredibly busy part of the year. Jim left very suddenly and unexpectedly due to some personal struggles he was having. Jim is an incredible person who gave of himself in the name of service. He was very present in our operations community and modeled the type of work ethic and commitment to service I look for in team members. In addition to the increased workload left in his absence, it was incredibly hard emotionally for the entire community, but especially for the Kitchen & Facilities team, with whom he worked very closely.

As I reflect back on the past year, it becomes abundantly clear to me that my time in the kitchen was not wasted. I spent very little time in the kitchen over this past summer, as I had to focus more attention on facilities. Yet the community within the kitchen carried on throughout the summer. Many of the summer cooks have expressed an interest in working during conference center season. This means even without a Head Chef, I will not have to spend much time actually

cooking. My goal is to create an operations team that operates as a true community. A community whose members are willing to give of themselves with a generosity of spirit. A team that is caring and nurturing to our guests so that they will come back and our extended community will grow.

*Paulette Roccio, Director of Operations*

### Discussion

During the discussion that followed her presentation, Paulette said that she is still interviewing for a head chef, but has encountered several common objections: some don't want the salary, or they don't want to live on campus, or they don't want the responsibility of managing people. And she doesn't have a steady chef for Sundays, so that's been a problem. She has taken on the tasks that part-time cooks typically don't want, including making sure the kitchen is clean, purchasing food and supplies, and planning menus. An attendee wondered if Rowe would consider hiring a person to do these separate tasks. Paulette said she has considered it. In spite of these difficulties, however, she is very pleased with the food prep outcome.

### **Finance Report and Presentation of Proposed 2013-2014 Budget for Approval** *(Felicity Pickett for Kerri Florian, Treasurer)*

Hello, and welcome everyone.

First, I would like to apologize for the unfortunate set of circumstances that have prevented me from attending this year's Annual Meeting.

This year marks my third year of being entrusted as Rowe's Treasurer. Since this is my third annual report, having a couple under my belt should have made this one easier, but that is not the case. This year my report will need to focus on Rowe's cash on hand for daily operations, which is at the lowest point it has been in many years, due to years of a down economy and a decline in conference and camp attendance. So, in my report on the yearly financials, you will clearly hear that Rowe's operating cash is in an extremely tight position. But before getting to the financials, I would like to say that we are all—trustees, staff, volunteers—doing our best to keep costs down, explore new programs to increase larger attendance and larger diversity, and to look at new ways to keep Rowe moving forward and remain strong.

*—Kerri Florian, Treasurer*

### **Report on Financials**

Felicity distributed Rowe's August 31, 2013 balance sheet, which compares our assets and liabilities for 2012 and 2013, and our Profit and Loss Statement for Sept. 2012 through August 2013 (see attached).

Felicity called for a **motion** to accept the financial statement. Clay so moved, and Al Benford seconded. The motion passed.

### **Budget Report** *(Felicity Pickett for Kerri Florian)*

On August 1 the board held its annual budget meeting teleconference in order to discuss the proposed budget, raise any questions, and propose possible changes to the drafts put together by Felicity.

This year Felicity made two drafts. One was a “Dream” budget that included everything she wanted Rowe to have in the upcoming year, but it left a large shortfall. The second was a more realistic budget that was also balanced.

The proposed changes over last year’s budget, which all lead to a reconciled budget, are as follows:

- Bring back the Membership drive to help close the gap of \$10,000 in Board Donation campaigns
  - Increase conference fees by an average of \$10
  - Adjust camp income projections based on the actual lower enrollments
  - Lower budgeted income for private retreats and camp reunions to match actuals
  - Increase Youth camp salaries by 5%
  - Eliminate part time-office/accounting help. Move that help out of the salaries line and add 12 hours per month to another category, contracted labor.
  - Decrease dishwasher hours from 25 to 20
  - Increase maintenance service and repairs as well as kitchen budgets by 60%. The equipment at Rowe is getting old and we’ll need more for repairs.
- Remove budgeted amount for “furniture for Brook house” and add this back in another year when there is better cash flow
- Decrease expense budget for Board of Trustees expenses
- Drop the budgeted amount for an audit, as cash flow has not allowed for this. And as treasurer, I do not feel that it is necessary at this time.
- Rowe still owns a condo. Budget maintenance expenses for it for only half a year, with the intention of selling it before the end of that time.

The board agreed with Felicity’s proposed budgeting suggestions and presents this budget to the members for approval.

—*Kerri Florian, Treasurer*

See attachment for details of 2014 proposed budget and balance sheet (3 pages)

### Discussion

If we meet but do not exceed the amounts budgeted for the next fiscal year, Rowe is projected to have a net income of \$46,322 by the end of the 2013-2014 fiscal year; a sobering but realistic number. In response to a question about another budget item regarding our condo property, Felicity explained that Rowe inherited the property, and the proceeds from the sale (about \$50,000) would be restricted: they would go to the Iris Fund, as directed by the former member who made the bequest in her will. Rowe’s general operating fund would be able to recoup expenses for the property’s upkeep, however.

A **motion** was made to approve the proposed budget. Clay so moved, and Cathy seconded.

**Presentation of 2013-2014 Slate of Trustees for Approval** (*Clay Connor, Chair, Nominating Committee*)

OFFICE	TRUSTEE	TERM OF SERVICE
President	Albert Mussad	2013-2015
Vice President	Clay Connor	2013-2015 (serving for one year only, 2013-2014)
Member-at-Large	Cathy Perkins	2013-2016
Member-at-Large	Katha Kerr	2013-2014

The following board members are continuing their service on the board:

Treasurer	Kerri Florian	2012-2014
Clerk	Cynthia Bolling	2012-2014
Member-at-Large	Gail Epstein	2012-2015

Julie Neuspiel, who ably served as a member-at-large and as a vital member of the development committee this past year, has entered a doctoral program and will not be able to serve on the board as Vice President as she had originally intended. In view of this, I have agreed to continue my service as Vice President, but only until 2014.

Jerry Burke is leaving the Board of Trustees, having served on the board as President since 2011. Jerry served as President during an exceptionally challenging time in Rowe's history. Jerry's leadership steered us through the transition of Doug Wilson's retirement as Executive Director of Rowe Camp and Conference Center as Felicity Pickett stepped into the role of Executive Director of Rowe Camp and Conference Center. This was no easy task, and the skill, humor, and sincerity Jerry exhibited throughout reflects well on himself and Rowe. On behalf of the Board, we would like to thank Jerry for his service, and wish him the very best in all professional and personal endeavors.

—*Clay Connor, Chair, Nominating Committee*

Discussion

Clay said Jerry had sent his own greeting to the members, which he proceeded to read:

I am so sorry to not have been able to be with you the last year. Distance and a dearth of energy combined to make it impossible. I have, however, on occasion, reviewed the e-mails and minutes you have shared. That alone was exhausting. I am absolutely awestruck by what you have accomplished. I congratulate you all for working so well together, and continuing the growth process which is, after all is said, Rowe.

My profound respect and love.

Jerry

Al Benford made a **motion** to approve the slate. Albert seconded. The motion passed unanimously.

\*\*\*\*\*BREAK\*\*\*\*\*

### **Special Recognition**

Katha Kerr & Andy Kerr, Volunteers of the Year (*Presented by Felicity Pickett, Executive Director*). In thanks for all of the labor Katha and Andy have donated to Rowe over the course of many weekends this past year, working on the grounds, cabins, Rec Hall, Orchard Guest House, and wherever else help was needed, Felicity presented them both with a plaque in the shape of a star.

Robert Friede, Donor (*Presented by Felicity Pickett, Executive Director*). Robert could not be present, but Felicity wanted to honor his contributions with a special mention. Over the last two years he has been an extraordinarily generous donor, giving over \$25,000 to the Woodside Program. He told Felicity that he credits Rowe with making his son the man he is today, and he wanted to honor the good work Rowe is doing in the world.

Felicity Pickett, Executive Director (*Presented by Albert Mussad*). Albert had a surprise presentation from the trustees for Felicity: a bouquet of flowers and an embroidered owl bag backpack, with feet. Albert wanted the members to know how much the trustees have appreciated her hard work during her first year as Executive Director. Felicity received a standing ovation as she accepted her gifts.

### **Presentation of Proposed Mission Statement for Approval** (*Albert Mussad on behalf of Gail Epstein, Chair, Ad Hoc Mission Statement Committee*)

Albert distributed copies of the existing mission statement, which follows:

Unitarian Universalist Rowe Camp and Conference Center is a spiritual and educational organization offering opportunities for the presentation and exchange of a wide variety of ideas and beliefs consistent with Unitarian Universalist principles and values.

Our purpose is to help people make better sense of their lives and help to make their world a better place in which to live.

Our mission is to provide opportunities for people to explore diverse, far-reaching subjects in order to learn about themselves, each other, our cultures, and the earth, and go forth with new knowledge, insight, and courage. We do this by offering, in a safe and supportive environment, camp and conference programs that touch people's depths and have a lasting effect.

Then he read Gail's message to the members:

The Mission Committee revised the mission statement to reflect the spirit of Rowe in a more concise and succinct way. Here is our proposed statement:

The mission of Rowe Center is to support people of all ages to learn about themselves, each other, and the earth so they may go forth with new insight and courage.

—*Gail Epstein, Chair, Ad Hoc Mission Committee*

### Discussion

The proposal to adopt this revised mission statement prompted some thoughtful comments from those present. We heard that the mission statement should, among other things, include U.U. principles and values; that it should include something about a safe and supportive environment; and that it should be accompanied by a correlative vision statement.

Albert invited those individuals with suggestions to work on a revised statement with the Mission Committee Chair, Gail Epstein, and suggested that the motion to adopt the new statement be tabled.

Clay made a **motion** to table the proposed revision of Rowe’s mission statement. Leslie Fabian seconded. The motion passed unanimously.

### **Development Committee Report** (*Cathy Perkins, Chair*)

The Development Committee met twice by conference call, and a third meeting took place at Rowe to discuss a comprehensive proposal prepared by Julie Neuspiel to use social media for fundraising.

—*Cathy Perkins, Development Committee Chair*

### **Social Media Report** (*Cathy Perkins for Julie Neuspiel*)

In December I suggested that integrating more social media into our fundraising strategies would improve both dissemination and transparency. Since that time we have used e-mail, Facebook, and adjustments to our website to achieve the following goals:

- Rowe sends regular e-mails about each separate capital campaign, with direct links to the web donation page, which outlines what we’ve raised, the goal, and a deadline for the campaign.
- Rowe posts similar messages to its Facebook page.
- We have added an automatically updating thermometer to the donation pages with the amount raised vs. the goal amount so that the community sees progress.
- Rowe has added links to its donation pages, e-mail, Facebook, and Twitter that make it easier for donors and other recipients to disseminate information about the campaign to their own social networks.

—*Julie Neuspiel, Development Committee Member*

### **Development Committee Report Continued** (*Cathy Perkins, Chair*)

The capital campaign began in November with a goal of \$51,000 to replace all of the cabin roofs, as recommended by the Stewardship Committee. We raised a total of \$39,200

through a combination of phone calls by the trustees and volunteer Sue Baldauf. A general mailing, web and e-mail, and two sizable donations by friends of Rowe completed the campaign. A lower bid by a contact of Andy and Katha Kerr's made it possible to complete the project this year.

Cynthia Bolling wrote a grant proposal to Shelter Rock for \$100,000 to dig a new well and do some septic work. In May we learned we were unsuccessful. This was the third grant Cynthia has prepared for us, and the first two were awarded. 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.

During the winter work week 750 valentines were decorated and sent to lapsed members. This effort yielded \$3,256.

The Woodside campaign began in May. The budget called for \$50,000 in full camperships and \$21,000 in partial camperships plus costs for staff training. As in the capital campaign, Board members and volunteers Sue Baldauf, Minnie Wood, and Alex Habiby made calls. A general mailing went out, and web and e-mail solicitations have been made. In addition, we received two grants, but were still \$12,000 short as of August 20, 2013. Board members and volunteers are following up with contacts not completed by phone, and we will close the gap.

—*Cathy Perkins, Development Committee Chair*

**Stewardship Committee Report** (*Cathy Perkins, Chair*) and Camp Refresh Ad Hoc Subcommittee Report (*Katha Kerr, Subcommittee Chair*)

The annual Stewardship committee meeting was held just before Spring Workweek, and the Saturday of a weekend dedicated to Camp Refresh. This year a new subcommittee was established, chaired by Katha Kerr, to shepherd the multi-year Camp Refresh project.

—*Cathy Perkins, Stewardship Committee Chair*

**Camp Refresh Subcommittee Report** (*Katha Kerr*)

The Camp Refresh Subcommittee was officially formed when the board met on 12/16/12. We had our first conference call on 2/23/13. The other members of the committee are Carole Hollander, Clay Connor, Cathy Perkins, Ian Tapscott, Andy Sebula, Felicity Pickett, Julie Neuspiel, Melody Litwin, and Ed Gilbert.

The charge to the subcommittee is to keep the camp refresh project moving forward by whatever means possible (such as scheduled work parties, fundraisers, and other volunteer opportunities). The subcommittee will continue until the camp refresh project is complete.

Since the last annual meeting the following work has been completed:

- The old split ("Chicken Butt") building was deconstructed
- Fallen trees below the Rec Hall were cut up and a new fire circle was formed
- Cabins were power washed
- Cabins were painted at Camp Refresh work weekend in April, which was attended

by Moira Rouse, Charles Homan, Forest Homan, Conrad Homan, E.J. Gilbert, Jen Walker, and Russ Waldman

- The floors in the Wellman, Lee, Henry, and Sibley cabins were sanded and sealed, thanks to the heroic efforts of those who dismantled the bunks and moved them out of the cabins, including Gay Foster and Emilie Blattman Costello

- New standing seam metal roofs were installed on all the cabins except Searles. Searles received a new shingle roof as well as new skylights
  - The concrete floor in the old split was jackhammered and filled in with stone
- The plan for the fall is to work on the cabin foundations and finish sanding and sealing the floors in the remaining cabins.

—*Katha Kerr, Camp Refresh Subcommittee Chair*

**Stewardship Committee Report, continued** (*Cathy Perkins, Chair*)

The Stewardship committee meeting began with a review of accomplishments since the last year's meeting: The Farmhouse septic pump # 2 (priority # 1 from last year) was replaced. The replacement of the cabin roofs (priority # 2) is completed. The sauna floor (priority # 3) has been repaired by Andy and Katha Kerr. The hot water heater in OGH failed and had to be replaced. The pump in the Rec Hall has been replaced. Post-inspection work, including handrails and emergency lights, was completed.

At Felicity's suggestion we also reviewed the issues identified at least once over the last four years:

- New Hobart for Rec Hall
- Rec Hall ventilation
- Clay/Blue Room doors/sills/deck
- Improve drainage and repair road to Rec Hall
- Repair/replace piers under cabins
- Farmhouse addition
- Replace joists in barn floor
- Make Brook House wheelchair accessible
- Replace OGH roof and extend overhang
- Shore up, stabilize, insulate piers under OGH

Stewards then discussed each building and identified additional items needing attention.

- Farmhouse roof
- Farmhouse windows
- New well
- Brook House shed and back room
- Rec Hall hood vent
- Build a new cabin for camp staff

Each participant (stewards and staff) was given five votes to identify what s/he thought were the five most critical issues to be addressed:

1. Replace OGH roof with extended overhang (10)
2. Repair piers under the cabins (9)
2. Improve drainage and repair road to the Rec Hall (9)
3. Repair the barn floor (7)
4. New well (4)
4. Farmhouse roof (4)
5. Brook House shed/back room (2)



## 6. Rec Hall hood vent

The result was a surprise to most of us. The OGH roof had been brought up several times in the past but never made it to the priority list. After the meeting was over, Felicity remarked that she thought it was Jon Montan's impassioned argument for replacing and extending the OGH roof that made it stand out as the most critical need. He modeled exactly what a steward is expected to do. He is the steward for the Farmhouse, but he looks at everything and argues for what he thinks is most important for the campus as a whole.

—*Cathy Perkins, Chair, Stewardship Committee*

### **Investment Report** (*Felicity Pickett for Kerri Florian*)

We are in the process of turning over the management of Rowe's investment portfolio to JP Morgan Chase. Julie will manage the portfolio under the oversight of the investment committee, which will review the portfolio yearly to ensure that its performance continues to be in Rowe's best interests.

As of March 31, the portfolio had returned 11.26%, which compares with the S&P 500 at 10.61% and the KLD Social 400 at 13.09%. Some of the drivers were the allocations to healthcare, and technology and consumer discretionary stocks as well as being underweight in energy stocks.

—*Kerri Florian, Investment Committee Chair*

Felicity called for a **motion** to add Albert Mussad's name as a second signatory on Rowe's investment account. The motion passed.

### **Personnel Committee Report** (*Cynthia Bolling, Chair*)

The main task of the personnel committee this past year has been to help Rowe update its Personnel Policy manual. We began this task in February and completed it in September of this year. Most of the work involved bringing the manual in line with Rowe's current leadership team and personnel practices.

The most significant changes were made in the following areas:

- The list of employee categories was updated to match Rowe's current organizational structure, which no longer includes a full-time Director.
- At earlier meetings, Felicity and the board conferred and agreed to eliminate future sabbaticals. So we had to take out language in the manual that defined sabbaticals. We also eliminated a category, called interim employees, which was designed to cover people who were hired to fill in while employees were on sabbatical.
- Individuals falling under the Contracted Labor/Consultants category were redefined as Independent Contractors, which better fits the IRS definition. As long as such individuals earn less than an amount per year that is set by the IRS, Rowe can hire people as Independent Contractors, with the understanding that Rowe does not deduct taxes from their pay, and that they are not eligible for health benefits.

- With the help of a lawyer and an insurance broker, language dealing with general policies involving employee contracts, hiring, compensation, performance, and termination was changed to eliminate imprecise wording and outdated practices.

At its March meeting the Board of Trustees passed a unanimous motion to accept all of the committee’s recommended policy changes. Through September, the chair of the committee and the executive director continued to refine wording in the personnel policy manual that involved minor, non-policy issues.

This work left me with a deep admiration for the efforts Rowe makes to treat every hardworking employee with fairness and respect, even as it complies with federal and state laws governing nonprofit organizations like ours.

—*Cynthia Bolling, Chair, Personnel Committee*

### **President’s Remarks** (*Albert Mussad, President*)

#### **Trustees’ collective accomplishments**

In addition to the 2012-2013 “highlights, the board:

- Submitted three grant proposals; the two successful proposals netted \$12,500 in 2012-2013
- Board members served on six committees and subcommittees (each trustee on at least two)
- We updated Rowe’s personnel policy manual

#### **Looking ahead, our goals are to:**

- Engage in strategic planning to address pressing needs and better leverage all potential resources (Trustees, Executive Director, Staff)
- Focus on alternative ways to accomplish the goals of the Farmhouse expansion project
- Continue drive to increase enrollment in conference center and camps
- Actively recruit for vacant trustee seats
- Conduct an “Owl” membership drive

#### **What matters to me as your president?**

- I want to leverage all of Rowe’s resources so as to live our mission statement to its fullest potential: to support people of all ages to learn about themselves, each other, and the earth so they may go forth with new insight and courage. **This will be the goal of the strategic planning session that we will hold in the coming months.**
- **Servant leadership:** The title of “president” means that I hold the greatest obligation of service—to the “people of all ages” who love Rowe; to my colleague trustees; and to the Executive Director and her staff.

- **Accessibility and responsiveness.** When trustees or members of the Rowe community reach out to me, my goal is to be helpful in a timely way.

Leslie made a **motion** to adjourn the meeting. Sheila Kaminsky seconded. The motion was carried. The meeting was adjourned at 12:50 p.m.

Heather extinguished the chalice and said a few words of benediction.

Respectfully submitted,  
Cynthia Bolling  
Clerk

**UU Rowe Camp and Conference Center**  
**Proposed Budget 2014**  
September 2013 through August 2014

	Sep '12 - Aug 13	Budget 13	Budget 14
Ordinary Income/Expense			
Income			
4 · Development	184,665.73	228,260.00	220,000.00
5 · Income From Operations	991,759.78	1,133,660.00	1,099,322.00
Total Income	<u>1,176,425.51</u>	<u>1,361,920.00</u>	<u>1,319,322.00</u>
Gross Profit	1,176,425.51	1,361,920.00	1,319,322.00
Expense			
6000 · Program Expenses	374,994.86	435,565.00	424,160.00
7000 · General and Administrative Exp	648,102.98	693,547.22	714,140.00
8000 · Development Expenses	123,189.92	148,760.00	154,700.00
Total Expense	<u>1,146,287.76</u>	<u>1,277,872.22</u>	<u>1,293,000.00</u>
Net Ordinary Income	30,137.75	84,047.78	26,322.00
Other Income/Expense			
Other Income			
6800 · Unrealized gain (loss)	49,359.46	20,000.00	20,000.00
Total Other Income	<u>49,359.46</u>	<u>20,000.00</u>	<u>20,000.00</u>
Net Other Income	49,359.46	20,000.00	20,000.00
Net Income	<u><u>79,497.21</u></u>	<u><u>104,047.78</u></u>	<u><u>46,322.00</u></u>

**JJ Rowe Camp and Conference Center**  
**Balance Sheet Prev Year Comparison**  
As of August 31, 2013

8:26 AM

09/07/13

Accrual Basis

	Aug 31, 13	Aug 31, 12	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
Checking/Savings	77,472.75	45,702.31	31,770.44	69.5%
1010 · Cash in bank - operating	770.12	729.44	40.68	5.6%
1040 · Petty Cash	49.74	450.00	-400.26	-89.0%
1042 · Payroll Advance	433,253.10	454,319.67	-21,066.57	-4.6%
1070 · Savings & short-term investment	511,545.71	501,201.42	10,344.29	2.1%
<b>Total Checking/Savings</b>			<b>10,344.29</b>	<b>2.1%</b>
Accounts Receivable	1,353.41	6,388.41	-5,035.00	-78.8%
1110 · Accounts Receivable	1,353.41	6,388.41	-5,035.00	-78.8%
<b>Total Accounts Receivable</b>			<b>-5,035.00</b>	<b>-78.8%</b>
Other Current Assets	36,101.56	12,836.41	23,265.15	181.2%
1450 · Prepaid Expenses	414,782.64	362,298.66	52,483.98	14.5%
1510 · Marketable securities	450,884.20	375,135.07	75,749.13	20.2%
<b>Total Other Current Assets</b>			<b>81,058.42</b>	<b>9.2%</b>
<b>Total Current Assets</b>	<b>963,783.32</b>	<b>882,724.90</b>	<b>81,058.42</b>	<b>9.2%</b>
<b>Fixed Assets</b>				
1610 · Land - Operating	51,471.00	51,471.00	0.00	0.0%
1620 · Buildings - Cost & Improvements	2,360,641.46	2,358,296.46	2,345.00	0.1%
1630 · Leasehold improvements	58,418.56	14,657.74	43,760.82	298.6%
1640 · Furniture, fixtures, & equip	47,387.73	47,387.73	0.00	0.0%
1650 · Vehicles	10,250.00	10,250.00	0.00	0.0%
1725 · Accum depr - building	-932,844.23	-874,814.03	-58,030.20	-6.6%
1745 · Accum depr- furn,fix,equip	-46,930.16	-43,421.48	-3,508.68	-8.1%
1755 · Accum depr- vehicles	-8,856.61	-8,469.97	-386.64	-4.6%
1800 · Investment Property	83,900.00	83,900.00	0.00	0.0%
<b>Total Fixed Assets</b>	<b>1,623,437.75</b>	<b>1,639,257.45</b>	<b>-15,819.70</b>	<b>-1.0%</b>
<b>TOTAL ASSETS</b>	<b>2,587,221.07</b>	<b>2,521,982.35</b>	<b>65,238.72</b>	<b>2.6%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable	-3,469.44	17,876.25	-21,345.69	-119.4%
2010 · Accounts Payable	-3,469.44	17,876.25	-21,345.69	-119.4%
<b>Total Accounts Payable</b>			<b>-21,345.69</b>	<b>-119.4%</b>
Other Current Liabilities	27,790.55	30,528.91	-2,738.36	-9.0%
2130 · Accrued payroll expenses	-135.08	-135.33	0.25	0.2%
2140 · Accrued sales taxes	17,009.35	17,009.35	0.00	0.0%
2200 · Accrued Interest	77,197.00	55,820.00	21,377.00	38.3%
2310 · Deferred Revenue				

**UU Rowe Camp and Conference Center**  
**Balance Sheet Prev Year Comparison**  
As of August 31, 2013

8:26 AM  
09/07/13  
Accrual Basis

	Aug 31, 13	Aug 31, 12	\$ Change	% Change
2400 · Unexpended Insurance Proceeds	22,387.00	22,387.00	0.00	0.0%
Total Other Current Liabilities	<u>144,248.82</u>	<u>125,609.93</u>	<u>18,638.89</u>	<u>14.8%</u>
Total Current Liabilities	140,779.38	143,486.18	-2,706.80	-1.9%
Long Term Liabilities				
2100 · curr portion of long term debt	19,355.52	19,355.52	0.00	0.0%
2730 · Consolidated Mortgage Payable	213,567.17	235,338.86	-21,771.69	-9.3%
2770 · Long-term liabilities - other	63,000.00	53,000.00	10,000.00	18.9%
2800 · Less current portion of mortgag	-19,355.52	-19,355.52	0.00	0.0%
Total Long Term Liabilities	<u>276,567.17</u>	<u>288,338.86</u>	<u>-11,771.69</u>	<u>-4.1%</u>
Total Liabilities	417,346.55	431,825.04	-14,478.49	-3.4%
Equity				
3010 · Unrestrict (retained earnings)	1,837,050.60	1,744,135.23	92,915.37	5.3%
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	7,028.69	6,808.69	220.00	3.2%
Net Income	79,497.21	92,915.37	-13,418.16	-14.4%
Total Equity	<u>2,169,874.52</u>	<u>2,090,157.31</u>	<u>79,717.21</u>	<u>3.8%</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><b>2,587,221.07</b></u>	<u><b>2,521,982.35</b></u>	<u><b>65,238.72</b></u>	<u><b>2.6%</b></u>