

Approved Minutes
UU Rowe Center
Board of Trustees Meeting
Sunday, April 26, 2015

Board Members Present:

Albert Mussad, President; Cathy Perkins, Vice President; Cynthia Bolling, Clerk; Gail Epstein, Salena Migeot, Joan Lager, Betsey Miller, Members-At-Large

Also Present:

Felicity Pickett, Executive Director; Arthur Samuelson, Director of Programming; Katha Kerr, Andy Kerr, Rowe Stewards; Eileen Lively, Kathy Spiak, Prospective Board Members

The meeting called to order at 9:20 a.m.

Check-In (*Albert*)

Agenda Changes (*Albert*)

- Albert asked that we try to adjourn by 12:40 p.m.
- The agenda redesign will be presented at the August meeting.
- Trustees should consider having a face-to-face meeting in August this year, possibly at Rowe, instead of a teleconference. This will give everyone the opportunity to get better acquainted with the two prospective Board members.

Approval of March 1, 2015 minutes

Cathy made a **motion** to accept the minutes. Joan seconded. The motion passed, 7 to 0.

Executive Director's Report (*Felicity*)

- *Plans for water system* have been approved by DEP, which is scheduled for a site visit this week.
- *The Center Post* is out. It was a slow winter, but spring is looking promising. The Martenson program this weekend (Peak Prosperity) is the highest ever, and capped at 70. We have 18 registrations for the Earth Activist Program. Spiritual Guidance Training has 10 applications to date. Our goal is to have 20 in the first class, but we will run it with less. The deadline for registration is May 1 but we will accept late registrations. Increasing income by adding more training programs was part of our strategic plan and both of these programs are part of that strategy.
- We received a \$10,000 donation for the Woodside Program from the Still Point Fund in honor of Brenda Ross Winter. We were recommended for the grant by Christa Lancaster and Marc Bregman, two of our conference leaders. In addition, Starhawk's Earth Activist Program received a \$10,000 grant for scholarships for diversity, which will be used for her program here at Rowe. We also received an in-kind donation from Google for \$10,000 worth of Google words, which will help us with marketing.

State of MA filing

- Request for waiver for audit was denied, though in speaking to the compliance officer, it was denied because we don't have everything in and they won't even look at it till everything is in. We can make the request again.
- There is still a discrepancy concerning their request for four years of back filing and the date the regulations changed. Was told the regulations went into effect in 2010 — have sent them the press release saying they didn't go into effect till 2012.
 - a. Audit is underway and fieldwork piece is scheduled for early June.
 - b. The accountants are going to contact the compliance officer again.
- Camp attendance is good and is at budget, but we budgeted for last year's level of funding and we have the potential to increase our income in this area this year if we can fill the openings.
 - a. End of last year – 46 openings
 - b. To date this year – 38 openings
 - c. Approx. \$15,000 increase in income
- Thumbs up from finance committee for using income from the extra registrations to try to fill camp: bartered ads online in the Brattleboro Commons, ran ads on the Hudson Valley Kids website and another local Web-based summer camp listing, sent postcards to high school guidance counselors, was invited to speak at LGBT youth group coffee house on Long Island, and we're putting together something about SHC for distribution to teens at GA. Challenge is most marketing is regional and we cover a very large territory. We may want to consider a display ad in the UU World next year.

—Felicity Pickett

Discussion

There was a brief discussion about Senior High Camp, which has the most openings for the summer. Camp brochures are being distributed to UU churches.

Strategic Plan Report (*Felicity*)

Financial Goal: Improve financial solvency

Objective #2: Increase new and returning enrollees in camps and conferences

1. Establish relevant baseline. Create report of number of campers for each program and total number of conferees. Completed. We have never tracked how many new campers come to the camps, but I did go back through last year and did that. The only way to do that is labor intensive, though it is automated moving forward, so we will continue to track it. I have also begun a new internal report to track camp registrations by month so we will know where we stand in comparison to the prior month.
2. Contact all campers from the prior year, who did not sign up for camp, as well as anyone who was on the waiting list. The camp directors were given lists of campers to contact and most of the camp directors were diligent in following up. It proved to be very successful both in getting campers to register and also in finding out why campers weren't registering — these were mostly

due to scheduling problems with vacations or siblings in different sessions, teens getting jobs. There were a few campers for whom camp just didn't work.

3. Visit 10 churches and talk about camp. Each board member visit one church and Felicity visit three churches. To date I am working on trying to set up something for Gail to go to the Providence UU Church and Cathy has offered to go to the Albany church. UUACCC is setting up a camp fair at Shelter Rock and I will attend. I am still waiting to hear from other board members about this. I want to thank Louise Ille of Murray Grove, who brought catalogs to two of the district meetings in her area.
4. Bring camp pamphlet to churches and announce that you are happy to answer questions about Rowe Camp. I gave out catalogs and pamphlets at the last board meeting for distribution. Arthur and I also talked at the district ministers' retreat that was held here and gave out catalogs for distribution.
5. Create 90th anniversary for members and friends to bring back old campers and engage them in adult programming. We completed this but it is unclear that it engaged old campers in adult programming.
6. Send postcard to attendees who have not been back for three years, giving them a discount to come back. Not done yet. Arthur plans to do it with the next catalog for the season beginning in September, and perhaps for select programs where we want to increase the enrollment.
7. Bring back alums through regularly scheduled reunions held at each Members and Friends weekend. The 70s campers seem to have done a great job with this but we don't have anything scheduled for any other groups at this time.

—Felicity Pickett

Treasurer's Report (*Betsy Miller for Kerri Florian, Treasurer*)

As of March 31, 2015 (revised to correct Water Fund numbers) 4/05/15

Overview

Year to date, Rowe's finances continue to be strong, revenues are running ahead of budget and for the most part expenses are less than budget. Total YTD revenue is \$696,345, which is over \$90,000 ahead of budget projections. The majority of this is generated by the strong development revenues. Total YTD expenses are \$569,409, which is \$47,200 less than budgeted. Development expenses are running higher than budget, which are offset by lower operational expenses. Net Ordinary income YTD is \$126,935, which is \$140,712 higher than the budget projection.

Operating Budget

Due to strong control on expenses, the net operating income continues to exceed budgeted levels. At this point in the year, the budget projected a net loss of \$87,656. Our actual loss was only \$22,439, or \$65,216 higher than budgeted. Income from operations continues to exceed the budgeted level, but at a much lower percentage than in January. It has dropped from \$43,500 more than budget in January to \$11,471 above budget in March.

- Income from conference fees, \$402,400, is very close to the budgeted level of \$399,750.
- Rental income continues to exceed budgeted levels by \$6,554.

Total operating expenses were almost 10%, or \$53,754 less than budgeted levels. The primary savings were in:

- *Salary and related expenses*, which were approximately \$23,000 below budget. The maintenance position was open for a number of months and the new health insurance program is lower than projected because there have not been any major health issues with staff. Under this program, Rowe pays a lower premium and has agreed to pay the higher hospital deductible for staff.
- *Catalog distribution* was 40% or \$8,887 less than budgeted, due to the change in the distribution system. We are using a distribution company to drop off catalogs rather than mailing them to stores.
- *Maintenance supplies and service and repair* were 50%, or \$12,702, under budget. When you don't have a maintenance manager you don't use supplies or make repairs.

Development Budget

As a result of Board and Staff efforts and with the generosity of Rowe's supporters, the total development income raised as of the end of March is \$195,567, which is almost the total annual budget projection of \$200,000. Most of this is a result of the very successful water campaign, which I will address later. But there were several other items of note.

- We received a \$10,000 bequest from the estate of Laurie and Harry Oleynick. Laurie is Anita Pickett's granddaughter. Anita was one of the founders of Rowe. Bequests is an area where we do not make a budget projection.
- Valentine drive only raised \$1,005, which was \$5,147 below budget.
- We received \$9,774 in unrestricted donations from major donors, which is double the budget.
- Water Project: In total, \$99,616 has been raised toward the water project from the following efforts:
 - a. Board raised \$32,225
 - b. Board contributed \$1,977
 - c. Campaign raised \$42,756
 - d. Challenge grant raised \$22,468

Still outstanding: a pledge of \$5,000 and the challenge match of \$25,000. When received, that will bring the total to \$129,616.

Overall development expenses were consistent with or slightly below budgeted levels with one major exception: the spiritual guidance program. This program generated \$11,516 in expenses. Most of these were offset by the \$10,000 grant we received from the UUA. The budget did not include either the grant or the expenses.

(See the September 2014 through March 2015 Profit & Loss Statement and the March 31, 2015 Balance Sheet at the end of this report for the financial documents discussed above.)

Woodside Diversity Program

Since we will be discussing the fund drive for the Woodside program, I thought it would be helpful to look at the program finances as a whole.

The first two columns in the chart show the current year and previous year-to-date funds. The third column shows the Budget year to date. The final column has the full-year budget.

YTD, Rowe has raised \$24,616 of the \$91,500 needed for the program. This is a little misleading, because there was a deficit in the program last year of about \$10,000 to \$14,000. So funds were taken from this year to eliminate last year's deficit. So we still need to raise approximately \$80,000 for this year.

The first three rows show the Board's share of this effort, a total of \$16,500. The remaining funds are to be raised in the following ways:

- \$5,000 from at-Rowe donations. On Sundays after conferences there is a pitch for different initiatives. In the spring this will focus on Woodside.
- \$30,000 from the mailing campaign.
- \$5,000 from Web donations.
- \$10,000 from grants. We have already received this grant; it will show in the April financial statements.
- \$25,000 from Woodside pledges. These are ongoing pledges that people have made that come in on a monthly or other periodic basis. We have already received \$9,516.

The final part of the Woodside program is the endowment, which shows at the bottom of the chart. The 10971 line of \$10,138 shows what we have accumulated for the program this year. The reason this differs from the \$24,618 line above is because of the payment to fund the prior-year deficit. The next row shows the ongoing investment fund. This is currently \$41,397. Rowe is authorized to use 5% of this each year to fund the camperships. This year that would be \$2,069. The plan is to grow this fund so that over time it will support a larger share of the campership program to ensure the program's continuation.
—Betsey Miller for Kerri Florian, Treasurer

Discussion

Felicity remarked that we have had fewer programs, so enrollment has been lower. We're diversifying, however (with programs like Starhawk's permaculture intensive, and the spiritual guidance program), and these programs will bring in a higher income. Also, Rowe will host a wedding in May.

Investment report (*Betsey Miller*)

Betsey will deliver this report at the August meeting.

Break: 10:50 – 11:03 a.m.

Discussion

Felicity reported that there was a check in her mailbox for \$25,000 for Rowe.

Development Committee Report (*Cathy Perkins, Co-Chair*)

Board members have reason to be proud of the results from the end-of-the-year campaign. Now that we are facing the Woodside Diversity campaign, can we sustain it? We will have to raise \$91,500 in total. Of that, the Board's share is \$16,000. With the water challenge we have demonstrated we can do that and more.

In addition to exceeding our goal for the water system, we had a long-range goal. We succeeded in upgrading some of our donor base. We were fortunate to receive two \$25,000 donations, but that is unlikely to happen again soon, so we need to continue to work on our donor base. In the Kim Klein

workshop, we learned that what we have been calling capital campaigns are not, and we have a long way to go before we are ready for a real one. The pyramid Felicity created shows us where our gaps are. Absent the two \$25,000 windfalls, we would have needed one \$15,000 donation and two \$7,500 donations. We didn't get any of those and need to develop relationships with donors who can and will donate at those levels. We did find four who donated \$5,000 apiece. At the next level we would have needed eight people to donate \$2,500; we got three, so we need to move some of our \$1,000 donors up to the \$2,500 level. We nailed the \$1,000 level at fifteen. Of the twenty-five \$500 donors we would have needed, we only got six. Of the fifty \$250 donors we needed, we got forty-three. So our long-term goal for the Woodside campaign is to retain those donors we have by staying in touch with them throughout the year, and to upgrade those who have been giving for three years or more.

How do we do this? For starters, we follow all of the steps in the "Process for Making Donor Calls" that Felicity prepared for us; **no shortcuts!** Some of us have trouble getting started. A list of 20 names can seem daunting. Sue Baldauf recommends you gather your materials, sit down and just start. Joan and Cynthia found that doing three or four at a time worked well. Joan completed the steps for three and then moved on to the next three. Cynthia did four a day using a big calendar to keep track of where she was with each name. The precontact works really well, too, and it was a very good conversation starter. Engage donors in conversation and note what you learn about them. It's important to get over our hesitation to ask for amounts. That is the only way we will upgrade our donor pool. It gets easier when you see that donors don't mind, and if they can't give what we ask, they'll say so and offer less or say "no." Finally, always send a thank-you note whether the answer is yes or no. Finally, the spontaneous check-ins were really helpful to keep us on task. Albert set the tone and that was very motivating. I suggest we do it again.

Felicity is also segmenting our donors and sending different letters to members based on their donor status. She had us cull our lists and she helped us identify who should be on our "Amazing Portfolio" lists, our "Wonderful Woodside" lists, and our "Spectacular Stewardship Project" lists.

Postscript: The valentine drive yielded \$1,005.

—Cathy Perkins

Discussion

Felicity said people will be getting the Woodside packets (donor call list) sometime soon. Cathy will lead off the email check-in for the Woodside campaign. A mailing will go out at the end of May.

Please send your portfolio, Woodside and Stewardship project list to Felicity, plus your notes, by the end of the week.

We have submitted proposals for two grants since January 2015. One is a request for \$10,000 for the Spiritual Guidance program, which was sent to the UUA Funding Program. It's in response to the UUA's invitation that we follow up our fall grant proposal (for \$20,000) for the same program with another request in the spring. The second is a detailed letter of inquiry to the Kalliopeia Foundation asking for \$30,000 for the Woodside Diversity Program.

OLD BUSINESS

Gift Acceptance Policy (*Salena Migeot*)

Salena will circulate a revised version of the policy by email within the week if possible.

Policy Board (*Cynthia Bolling*)

In November 2013, during a strategic planning session, the trustees discussed different kinds of governance models for the Board. After review and discussion, the trustees agreed that the Board prefers to operate as a policy board. The trustees reviewed the following handout, excerpted from documents distributed at the November 2013 meeting:

POLICY BOARD DEFINITION
Sunday, April 26, 2015
Rowe Center Board of Trustees' Meeting

A policy board:

- Delegates (in writing) responsibility for day-to-day managing and operating of the organization.
- Creates, reviews and then approves governance policies (how will the board conduct its own work and business of the board) and framework policies such as vision, mission, purpose and core values).
- Defines how the executive director will be held accountable for use of financial resources, program/service outcomes, and human resource practices.
- Supports the executive director and appraises his/her performance annually.
- Ensures the organization has the financial resources necessary to fulfill its mission.

Cathy made a **motion** confirming that the Rowe trustees agree with the above wording describing our intent to be a policy board. Betsey seconded. The motion was carried 7 to 0.

NEW BUSINESS

Nominating Committee (*Cathy Perkins*)

The Nominating Committee consists of Cathy, Felicity, Albert, and Sue Baldauf. As part of the ongoing push to recruit three new members-at-large, the committee members have revisited a list of people who might be interested in joining the Board. Elisabeth Taylor, Heather Day, and Sarah Houghlin have expressed interest in becoming trustees, but they couldn't come today.

Cathy said she will also talk to those Board members whose terms aren't expiring, to confirm that they are still interested in continuing their service.

Bylaws Changes(*Cynthia Bolling*)

Cynthia circulated a current copy of Rowe's bylaws, which were last updated in November of 2005. The following is a summary of the proposed changes:

1. *Number of people on Rowe's Board*: Instead of 11 currently, allow amount to vary from seven to 11 members.
2. *E-mail voting*. Allow Board members to vote electronically at a teleconference, and Rowe members to vote by e-mail for certain Annual Meeting business.
3. *Delete mentions of Director*. When "Executive Director" and "Director" are mentioned together, delete "Director."

4. *Add comma to Rowe's name and delete hyphen.* This punctuation change only affects Rowe's name as it is on file with the Secretary of State of Massachusetts, which is "Unitarian-Universalist Rowe Camp and Conference Center Inc."
5. *Camper Advisors.* Due to the difficulty of filling these three nonvoting positions, change the wording to allow for vacancies.
6. *Dissolution of Assets.* This legal language was added to the bylaws in 1977 at the request of the IRS. It is on file with the Secretary of State, and was approved by Rowe's Board and members at the time, but it has been inadvertently omitted from Rowe's current bylaws. The addition of this paragraph does not affect Rowe's status as a viable nonprofit corporation in any way.

Discussion

The Board members agreed with proposals two through six, but wanted to see two versions of the change about the number of people on the Board. Cynthia will distribute the rewritten proposals to everyone present.

Upcoming Meetings

Friday July 17, 2015, 10 a.m., at Rowe

Annual Meeting during Members and Friends Vacation Retreat, Saturday, Sept. 12, 2015, at 3:30 p.m.

The meeting was adjourned at 12:55 p.m.

Respectfully submitted,

Cynthia Bolling
Clerk
UU Rowe Center

UU Rowe Camp and Conference Center
Profit & Loss YTD Comparison
 September 2014 through March 2015

	<u>Sep '14 - Mar 15</u>	<u>Sep '13 - Mar 14</u>	<u>Budget</u>
Ordinary Income/Expense			
Income			
4 · Development	195,567.73	88,091.76	113,530.00
5 · Income From Operations	500,777.50	456,203.81	489,306.00
Total Income	<u>696,345.23</u>	<u>544,295.57</u>	<u>602,836.00</u>
Expense			
6000 · Program Expenses	202,145.27	221,456.97	203,085.00
7000 · General and Administrative Exp	321,172.16	375,701.06	373,877.79
8000 · Development Expenses	46,092.19	28,050.05	39,649.93
Total Expense	<u>569,409.62</u>	<u>625,208.08</u>	<u>616,612.72</u>
Net Ordinary Income	126,935.61	-80,912.51	-13,776.72
Other Income/Expense			
Other Income			
6800 · Unrealized gain (loss)	-34,974.97	36,596.20	13,000.00
Total Other Income	<u>-34,974.97</u>	<u>36,596.20</u>	<u>13,000.00</u>
Net Other Income	<u>-34,974.97</u>	<u>36,596.20</u>	<u>13,000.00</u>
Net Income	<u><u>91,960.64</u></u>	<u><u>-44,316.31</u></u>	<u><u>-776.72</u></u>

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

	<u>Mar 31, 15</u>	<u>Mar 31, 14</u>	<u>\$ Change</u>	<u>% Change</u>
ASSETS				
Current Assets				
Checking/Savings				
1010 · Cash in bank - operating	77,867.00	46,773.84	31,093.16	66.48%
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	402,494.85	264,211.69	138,283.16	52.34%
Total Checking/Savings	<u>481,061.85</u>	<u>311,805.65</u>	<u>169,256.20</u>	<u>54.28%</u>
Accounts Receivable				
1110 · Accounts Receivable	2,580.00	3,026.00	-446.00	-14.74%
Total Accounts Receivable	<u>2,580.00</u>	<u>3,026.00</u>	<u>-446.00</u>	<u>-14.74%</u>
Other Current Assets				
1450 · Prepaid Expenses	9.14	4,892.48	-4,883.34	-99.81%
1510 · Marketable securities	376,297.18	345,886.51	30,410.67	8.79%
Total Other Current Assets	<u>376,306.32</u>	<u>350,778.99</u>	<u>25,527.33</u>	<u>7.28%</u>
Total Current Assets	859,948.17	665,610.64	194,337.53	29.2%
Fixed Assets				
1610 · Land - Operating	51,471.00	51,471.00	0.00	0.0%
1620 · Buildings - Cost & Improvements	2,760,094.85	2,748,364.46	11,730.39	0.43%
1630 · Leasehold improvements	102,232.21	102,232.21	0.00	0.0%
1640 · Furniture, fixtures, & equip	50,256.83	49,238.73	1,018.10	2.07%
1650 · Vehicles	10,250.00	10,250.00	0.00	0.0%
1725 · Accum depr - building	-1,034,275.10	-976,227.94	-58,047.16	-5.95%
1745 · Accum deprec- furn,fix,equip	-47,649.63	-44,870.44	-2,779.19	-6.19%
1755 · Accum deprec - vehicles	-9,429.96	-9,043.32	-386.64	-4.28%
1800 · Investment Property	0.00	83,900.00	-83,900.00	-100.0%
Total Fixed Assets	<u>1,882,950.20</u>	<u>2,015,314.70</u>	<u>-132,364.50</u>	<u>-6.57%</u>
TOTAL ASSETS	<u><u>2,742,898.37</u></u>	<u><u>2,680,925.34</u></u>	<u><u>61,973.03</u></u>	<u><u>2.31%</u></u>
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2010 · Accounts Payable	13,152.24	11,614.13	1,538.11	13.24%
Total Accounts Payable	<u>13,152.24</u>	<u>11,614.13</u>	<u>1,538.11</u>	<u>13.24%</u>
Other Current Liabilities				
2130 · Accrued payroll expenses	11,962.35	19,388.53	-7,426.18	-38.3%
2140 · Accrued sales taxes	28.39	9.50	18.89	198.84%
2200 · Accrued Interest	21,808.35	21,808.35	0.00	0.0%
2310 · Deferred Revenue	96,458.50	103,115.50	-6,657.00	-6.46%
Total Other Current Liabilities	<u>130,257.59</u>	<u>144,321.88</u>	<u>-14,064.29</u>	<u>-9.75%</u>
Total Current Liabilities	143,409.83	155,936.01	-12,526.18	-8.03%

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

	<u>Mar 31, 15</u>	<u>Mar 31, 14</u>	<u>\$ Change</u>	<u>% Change</u>
Long Term Liabilities				
2100 · curr portion of long term debt	86,090.00	86,090.00	0.00	0.0%
2730 · Consolodated Mortgage Payable	176,393.28	200,262.70	-23,869.42	-11.92%
2731 · 312 Zoar Rd. Mortgage Payable	145,864.03	148,981.61	-3,117.58	-2.09%
2770 · Long-term liabilities - other	63,000.00	63,000.00	0.00	0.0%
2800 · Less current portion of mortgag	<u>-86,090.00</u>	<u>-86,090.00</u>	<u>0.00</u>	<u>0.0%</u>
Total Long Term Liabilities	<u>385,257.31</u>	<u>412,244.31</u>	<u>-26,987.00</u>	<u>-6.55%</u>
Total Liabilities	528,667.14	568,180.32	-39,513.18	-6.95%
Equity				
3010 · Unrestrict (retained earnings)	1,867,663.88	1,902,454.62	-34,790.74	-1.83%
3020 · Temporary Restricted Fund Bal	353,179.00	353,179.00	0.00	0.0%
3030 · Permanently restricted fund bal	57,716.00	57,716.00	0.00	0.0%
3100 · Prior Period Adjustments	-156,288.29	-156,288.29	0.00	0.0%
Net Income	<u>91,960.64</u>	<u>-44,316.31</u>	<u>136,276.95</u>	<u>307.51%</u>
Total Equity	<u>2,214,231.23</u>	<u>2,112,745.02</u>	<u>101,486.21</u>	<u>4.8%</u>
TOTAL LIABILITIES & EQUITY	<u><u>2,742,898.37</u></u>	<u><u>2,680,925.34</u></u>	<u><u>61,973.03</u></u>	<u><u>2.31%</u></u>