

**Approved Minutes
UU Rowe Center
Rowe Board of Trustees Meeting
Sunday, March 1, 2015**

Board Members Present: Albert Mussad, President; Cathy Perkins, Vice President; Cynthia Bolling, Clerk; Gail Epstein, Salena Migeot, Joan Lager, Members-at-Large

Also Present: Felicity Pickett, Executive Director, Paulette Roccio, Director of Operations; Betsey Miller, prospective Board member; Andy and Katha Kerr, Rowe Stewards

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

Check-in (*Albert*)

Approval of November 23, 2014 minutes

Cathy made a **motion** to accept the minutes. Joan seconded. The motion to accept the minutes passed, 6 to 0.

Executive Director's Report (*Felicity*)

Water Challenge

Much appreciation to the Board for their hard work and success in meeting and exceeding their goals for the water challenge.

Winter Challenges

- Lower enrollments
- Cancelled programs
- Snow and ice removal from roads and roofs
- Major one — frozen drain pipe at Orchard Guest House
- Trying to keep the Rug Room warm enough

Appreciation for Paulette and her staff, who have been working hard to face these challenges and particularly to Bill Sibson, long-time volunteer, who has been with us this winter and has been our #1 shoveler.

Changes in Personnel

Kelsey Oppenheimer hired as Associate Chef
Bobby Honeycutt hired as Head of Maintenance
We are now fully staffed

Kerry Read is resigning effective May 1. She has been a lovely, friendly presence in the front office. We appreciate her hard work and service and will miss her. We wish her well on her journey.

Catalog

The spring/summer catalog has gone out and is being well received. Appreciations to Arthur, Kanji, and Lisa Clark, our catalog designer, for a splendid job putting the programming and catalog together.

State of Massachusetts Filings

The state Form PC has been sent in to the Office of the Attorney General for 2012/2013 with a request for an extension for 2013/2014.

It's still unclear what determination the state has made about our request to do one audit only.

The audit agreement has been signed and the accountant has the initial information.

Camp Enrollment

Early enrollment is over and open enrollment began 2/15

Camp is half full

26 new campers enrolled

Camp directors are calling those who haven't enrolled yet

Need volunteers to visit churches and bring camp information

Jr. High Director Search

We have four excellent candidates to co-direct Jr. High Camp and are getting close to making a decision.

—Felicity Pickett

Strategic Planning Report *(Felicity)*

“Creating new programs vs. aging program leaders”

Four-tier approach:

- Bringing back most popular aging leaders on a yearly basis
- Emerging leadership from conference communities
- Developing new, longer training programs
- Developing programs with young leaders for a younger target population

1. Joanna Macy will be returning this spring for a second offering of her program, which had a waiting list last year. In addition, she is doing a third program on a different topic.

We are thrilled that Ysaye Barnwell will be back again this fall.

2. Joanna's group has developed a youth cohort with a leadership team that hopefully will continue her work when she is no longer able or willing to travel.

Kathy Bullock was a stand-in for Ysaye last year. We're finding new leaders to fill in the gaps.

3. Over 100 information booklets with applications sent out for Spiritual Guidance Program. Special thanks to Heather Alexander for designing the brochure.
4. We are tapping into our camp leadership to develop conference programs. Skill Set created a successful winter retreat on feminism. Jonah Spear from YPC, Paula Kadanoff from T-Camp, and Carrie Nordstrom from our Finance Office are working on a program they are calling "Grown Up Camp" for 25-?

Discussion

Conference Programs. Felicity said leaders who bring people who can step in for them have done so, but the program's never the same: People have to make the connection, so even if aging leaders are training successors, the younger person has to build his or her own following. And some leaders never bring assistants.

Spiritual Guidance is a quality program. Two electives a year are built in. This will bring new people to Rowe, which increases conference center enrollment. Those people in turn will talk about the spiritual guidance program.

Enrollment this winter has been lower than usual because of the wintry weather conditions. With the harsh weather in mind, fewer people than expected signed up for some programs, and so they had to be cancelled.

Albert observed that the ability to develop programs that show substantial promise is really important for the growth of Rowe. He thanked Felicity, Arthur, and Paulette for their outstanding efforts.

Water Project Campaign. Felicity thanked everyone once again for their outstanding development efforts on the campaign.

Camps. Cathy suggested that Board members think about volunteering for a selection committee for camp directors next year; this will give trustees a good idea of what the young people want to do with the camps. They will be impressed, and maybe more invested in raising money for the Woodside Program. Salena said she could volunteer next time it comes up.

Paulette wondered if the members of the camp staff have been asked if they want to visit congregations to talk about the camps. Felicity said she would ask.

—Felicity Pickett

Treasurer's Report (*Betsey Miller for Kerri Florian, Treasurer*)
January 2015 Financials

Revised to reflect changes discussed at the meeting on March 1, 2015

Revisions: This includes the following changes to reflect revisions made by Felicity after discussions with the Treasurer:

- Total net income dropped due to posting of \$51, 225 loss from sale of the Leominster condo. See final section of this report.
- \$ 4,500 Spiritual Guidance program costs were moved from operating to development.
- Other minor changes to reflect corrections in categories, and methods of allocating costs

Overview:

The good financial news for Rowe continues through January. Overall revenues are significantly higher than budgeted and expenses are slightly below budgeted levels. YTD, the net income is \$78,328, which is \$53,839 better than the budget. The financial picture looks even stronger because both sides of the budget—development and operations—are contributing equally to the positive performance.

Development:

Development Income is at \$151,465, which is \$61,165 more than budget and more than double the amount of last year. The key components of this surplus are:

- Board's solicited donations for the water project are approximately \$13,000 higher than budgeted. Congratulations. (Note: these numbers may differ from the development report because they are as of the end of January.)
- \$10,000 grant from the UUA for Spiritual Guidance program.
- \$5,500 more than budgeted for unrestricted donations from major donors.
- \$22,600 more than the budget levels for donations for the water project from sources other than the Board efforts.
- \$5,000 for the May Tree Residency.

Staffs kept development expenses to \$32,568, which is only slightly above the budgeted level. These costs now include the \$4,500 in Spiritual Guidance program expenses.

Net income for the Development budget is \$118,896, or \$59,549 more than budgeted.

Operations:

Income from operations through January was \$398,685, or \$43,500 more than budgeted. The major contributors to the surplus are:

- \$21,700 in higher-than-projected conference fees. The sources of this were discussed at the last meeting.

- \$18,500 in rental fees. The \$22,000 higher-than-budgeted wedding rental was offset by lower-than-projected rentals for reunions and private retreats.

In the October Treasurer’s report, operating expenses were running over budget by around 8%. Rowe’s management team has brought these expenses back into line with the budget. In fact, actual operating expenses were \$19,926 less than budgeted.

In summary, Rowe is in good shape, four months into the fiscal year.

Other fiscal Issues

At the last Board meeting there was a discussion about the sale of the Leominster condo. This is a summary of the process. The condo was left to Rowe in 2009 and the proceeds from its sale were designated for the May Tree Residency.

- Asset value at time of transfer based on assessment \$83,900.00
- Amount from sale in 2014 \$32,674.89
- Loss in value (\$51,225.11)

Net to Rowe

- Net from sale \$32,674.89
- Rental income \$17, 100
- Property-related expenses (\$25,749.83)
- Net after expenses \$24,025.06

\$8,649.83 was used to pay back Rowe for the difference between the property-related expenses and the rental income. The May Tree Residency received the remaining \$24,025.06.

(See the Profit and Loss Budget vs. Actual statement for September 2014-January 2015, and the Balance Sheet as of January 2015 at the end of this report for the numbers under discussion.)

—Betsey Miller for Kerri Florian

Discussion

Betsey said her approach to reporting financials is to present numbers as a whole—by reviewing expenses and income that go beyond just one fiscal year.

Lesson from Leominster condo: We should make sure that we can turn around any property Rowe inherits and sell it immediately if that’s in Rowe’s best interest. In the case of Leominster, we should have sold it right away. Then we would have realized that its \$84,000 assessed value was not in line with its market value.

Everybody likes the real property provision in the gift acceptance policy we’re reviewing, since it gives the Board the option to hold or sell tangible personal property.

The Board members at the meeting unanimously passed a **resolution** thanking Betsey Miller for an outstanding Treasurer’s report.

Finance/Investment (*Betsey Miller*)

Betsey just received the annual statement from Morgan Stanley and will present it at the April meeting.

Break 10:40 to 10:55 a.m.

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

Water Challenge Project

We have raised \$131,000 for the water system project (pledges and donations).

The following report was prepared before that final number was reached.

Development is off to a glorious start this year! Sparked by Kim Klein's Fundraising for the Long Haul workshop and her one-day consultation with the Board alone, we resolved not to approach the end-of-the-year campaign in our usual, desultory way. Albert set the tone and modeled the process for the rest of us and we all agreed to check in regularly online to inspire each other by our progress. It worked! Our methods were mostly phone calls, but we took the time to write notes or emails to the people we were asked to contact, to let them know we would be calling and why. We called up to four times, and wrote thank-you notes whether the person donated or not. The biggest stretch for us was asking for amounts, often asking people to double their usual donation. To a person, we got over that hurdle and the sky didn't fall. And people made larger donations than usual.

The Board's goal was \$22,000. By the end of December we had raised \$31,875. Together with the mail campaign we received \$73,398 in donations. At the end of January, we were at almost \$75,000 and received an anonymous challenge grant for \$25,000, which with the match would bring us to the \$125,000 we needed to do the whole project this year. As of February 27 we had received \$ 24,269 new donations toward the match, with two days to raise the remaining \$731. That evening a donor offered to send the \$731.

We are grateful to everyone in the Rowe community who pitched in to make this happen. Together we were able to achieve our goal. The \$25,000 match was done mostly through social media. We thank all of the adult camp directors who sent out requests to the camp communities. A special thanks to Eclipse Fey and the Woman Soul community, who in addition to their many individual donations, donated \$5,000 from the Iris Fund to help us meet our goal.

Now the challenge is to sustain this energy for future campaigns.

Unfinished Development Business

Cathy asked for the following paperwork from Board Members:

- Individual development plans.
- Email your comments to Cathy about what was best and worst about the water project fundraising process.

- From those who attended Kim Klein’s full workshop, add your comments, if any, to the document Cathy sent summarizing the workshop and send them to Cathy.

Cathy will incorporate everyone’s notes and send out one final document. We’ll use it to understand where our fundraising baseline was and how far we’ve come. Please send these two emails within the week.

—Cathy Perkins

Future Capital Campaign (*Felicity*)

Felicity handed out a pyramid showing where we needed to do work regarding fundraising. It’s mostly in the middle at the \$500 to \$12,500 range. The top, in the \$7,500 to \$15,000 and \$15,000-plus ranges, is completely empty.

We had two angel donors (people who each gave \$25,000 donations), but we can’t always count on such donors. This pyramid shows that we’ve got quite a way to go before we can begin a capital campaign.

We’ve done great asking people at the bottom (in the \$100 to \$10,000 range) to double their donations. We won’t necessarily ask the same people to double next year, but there are plenty of people in this category we haven’t called.

We took a segmented approach to fundraising and we sent three different letters:

- Lapsed donor (no donation in last five years).
- People who have been regular donors. They got more information about the project.
- People who have been to Rowe and have never donated.

This segmented approach was very effective.

—Felicity Pickett

Discussion

Felicity will change the words “Capital Campaign” on Rowe’s website to Annual Fundraising Campaign. (We solicit cash donations in our annual fundraisers, but in a capital campaign, we would ask people to consider donating a portion of their assets.)

We won’t need to start raising funds for the Woodside Program until May.

Old Business

Hoffman-Haas Fellows (*Albert*)

Albert reported that he has finished the program and has received a certificate. He did get some key ideas from the program about how to approach leadership, and some useful questions to ask during a meeting to keep it moving along.

Gift Acceptance Policy (Salena)

Salena took the trustees through the eight-page document, pointing out wording that might need to be changed.

Discussion

Gift Acceptance Policy

- Cynthia will email a list of changes already suggested.
- The trustees agreed to pursue further suggested changes online and send them to Cathy by March 15.

Voting by Email. This probably requires a change in the bylaws. The trustees will discuss this at the next meeting.

Discussion

Cynthia will send out the following list in two days, summarizing the information the trustees have been asked to submit, and when it's due.

Due by Sunday, March 8

- Fall Water Campaign. Send Cathy your impressions of the campaign (what worked, what didn't) if you haven't already done so.
- Kim Klein 3-Day Workshop. Cathy already sent out a pretty extensive report. She wants your additional impressions if you attended the three-day workshop, and your comments and suggestions about the general campaign even if you didn't. Cathy will incorporate your comments into her extended report on the workshop and circulate that document to the full Board.
- Individual Development Plan. Cathy will email the template to the trustees. Please fill it out and send it back to her if you haven't yet done so.

Due by Sunday, March 15

- Development Calls. Send Felicity your notes about your individual donors (especially what needs to go into the database for future use).
- Gift Acceptance Policy. Please read and send any further, line-by-line feedback to Cathy.

New Business

Proposed redesign of trustees' agenda

1. Substantive work early in the meeting and routine business later in the agenda.
The trustees agreed to keep the approval of the minutes in its current place.
2. Intended outcome for each agenda item.

Time. The trustees agreed to have Albert add a time limit in minutes and time to each item (for example, 9:15-9:30 a.m., 15 minutes) in the draft agenda. The trustees can suggest changes when it's circulated.

Structure. The trustees were less clear on whether it would be useful to assign expected outcomes (vote? discussion? report? comprehension?) to each item. Albert will draft some specific outcomes for us to consider.

3. Additional roles: facilitator; timekeeper?

The trustees agreed to appoint a timekeeper at the beginning of a Board meeting. It can be a different person each time.

Upcoming Meetings

Saturday, April 25, 2015, 4 p.m. Executive Session

Sunday, April 26, 2015, 9:15 a.m. Regular Board Meeting

Cathy made a **motion** to adjourn the meeting. Gail seconded. The motion was passed 6 to 0.

The meeting was adjourned at 12:30 p.m. and reconvened at 12:35 p.m.

Board Members Present: Albert Mussad, President; Cathy Perkins, Vice President; Cynthia Bolling, Clerk; Gail Epstein, Salena Migeot, Joan Lager, Members-at-Large, Betsey Miller, prospective Board member

Also Present: Felicity Pickett, Executive Director

Albert made a **motion** to appoint Betsey Miller to the Rowe Board of Trustees as Member-at-Large. Gail seconded. The motion was passed 6-0.

Betsey accepted the nomination, with the understanding that she can't do fundraising.

Albert made a **motion** to adjourn the meeting. Cathy seconded. The motion was passed 6 to 0.

The meeting was adjourned at 12:37 p.m.

Respectfully submitted,

Cynthia Bolling
Clerk
Rowe Board of Trustees

UU Rowe Camp and Conference Center
Profit & Loss Budget vs. Actual
September 2014 through January 2015

	<u>Sep '14 - Jan 15</u>	<u>Budget</u>	<u>Sep '13 - Jan 14</u>	
Ordinary Income/Expense				
Income				
4 · Development	151,465.09	90,300.00	72,859.63	
5 · Income From Operations	398,685.79	365,116.50	333,747.48	
Total Income	<u>550,150.88</u>	<u>455,416.50</u>	<u>406,607.11</u>	
Gross Profit	550,150.88	455,416.50	406,607.11	
Expense				
6000 · Program Expenses	165,689.34	153,624.00	152,878.90	
6500 · Spiritual Guidance Program	4,519.99		0.00	
7000 · General and Administrative Exp	224,036.59	255,353.80	250,495.98	
8000 · Development Expenses	28,048.20	30,949.95	21,759.77	
9000 · Uncategorized Expenses	25.00		0.00	
Total Expense	<u>422,319.12</u>	<u>439,927.75</u>	<u>425,134.65</u>	
Net Ordinary Income	127,831.76	15,488.75	-18,527.54	
Other Income/Expense				
Other Income				
6800 · Unrealized gain (loss)	-49,503.42	9,000.00	25,327.85	
Total Other Income	<u>-49,503.42</u>	<u>9,000.00</u>	<u>25,327.85</u>	
Net Other Income	<u>-49,503.42</u>	<u>9,000.00</u>	<u>25,327.85</u>	
Net Income	<u><u>78,328.34</u></u>	<u><u>24,488.75</u></u>	<u><u>6,800.31</u></u>	

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

	<u>Jan 31, 15</u>	<u>Jan 31, 14</u>	<u>\$ Change</u>	<u>% Change</u>
ASSETS				
Current Assets				
Checking/Savings				
1010 · Cash in bank - operating	91,976.05	47,789.72	44,186.33	92.46%
1040 · Petty Cash	770.12	770.12	0.00	0.0%
1042 · Payroll Advance	50.00	50.01	-0.01	-0.02%
1070 · Savings & short-term investment	323,819.15	252,062.77	71,756.38	28.47%
Total Checking/Savings	<u>416,615.32</u>	<u>300,672.62</u>	<u>115,942.70</u>	<u>38.56%</u>
Accounts Receivable				
1110 · Accounts Receivable	2,820.00	3,906.00	-1,086.00	-27.8%
Total Accounts Receivable	<u>2,820.00</u>	<u>3,906.00</u>	<u>-1,086.00</u>	<u>-27.8%</u>
Other Current Assets				
1450 · Prepaid Expenses	9.14	11,194.62	-11,185.48	-99.92%
1510 · Marketable securities	361,412.73	334,468.16	26,944.57	8.06%
Total Other Current Assets	<u>361,421.87</u>	<u>345,662.78</u>	<u>15,759.09</u>	<u>4.56%</u>
Total Current Assets	780,857.19	650,241.40	130,615.79	20.09%
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	49,087.73	1,169.10	2.38%
1650 · Vehicles	10,250.00	10,250.00	0.00	0.0%
1725 · Accum depr - building	-1,024,603.40	-971,392.09	-53,211.31	-5.48%
1745 · Accum deprec- furn,fix,equip	-47,268.43	-44,578.05	-2,690.38	-6.04%
1755 · Accum deprec - vehicles	-9,365.52	-9,011.10	-354.42	-3.93%
1800 · Investment Property	0.00	83,900.00	-83,900.00	-100.0%
Total Fixed Assets	<u>1,893,067.54</u>	<u>2,020,324.16</u>	<u>-127,256.62</u>	<u>-6.3%</u>
TOTAL ASSETS	<u><u>2,673,924.73</u></u>	<u><u>2,670,565.56</u></u>	<u><u>3,359.17</u></u>	<u><u>0.13%</u></u>

LIABILITIES & EQUITY

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

	<u>Jan 31, 15</u>	<u>Jan 31, 14</u>	<u>\$ Change</u>	<u>% Change</u>
Liabilities				
Current Liabilities				
Accounts Payable				
2010 · Accounts Payable	28,966.72	60.44	28,906.28	47,826.41%
Total Accounts Payable	<u>28,966.72</u>	<u>60.44</u>	<u>28,906.28</u>	<u>47,826.41%</u>
Other Current Liabilities				
2130 · Accrued payroll expenses	8,999.51	23,218.87	-14,219.36	-61.24%
2140 · Accrued sales taxes	22.07	16.61	5.46	32.87%
2200 · Accrued Interest	21,808.35	21,808.35	0.00	0.0%
2310 · Deferred Revenue	23,630.00	44,966.00	-21,336.00	-47.45%
Total Other Current Liabilities	<u>54,459.93</u>	<u>90,009.83</u>	<u>-35,549.90</u>	<u>-39.5%</u>
Total Current Liabilities	83,426.65	90,070.27	-6,643.62	-7.38%
Long Term Liabilities				
2100 · curr portion of long term debt	86,090.00	86,090.00	0.00	0.0%
2730 · Consolodated Mortgage Payable	180,467.20	204,109.51	-23,642.31	-11.58%
2731 · 312 Zoar Rd. Mortgage Payable	146,431.95	149,524.14	-3,092.19	-2.07%
2770 · Long-term liabilities - other	63,000.00	63,000.00	0.00	0.0%
2800 · Less current portion of mortgag	-86,090.00	-86,090.00	0.00	0.0%
Total Long Term Liabilities	<u>389,899.15</u>	<u>416,633.65</u>	<u>-26,734.50</u>	<u>-6.42%</u>
Total Liabilities	473,325.80	506,703.92	-33,378.12	-6.59%
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	78,328.34	6,800.31	71,528.03	1,051.84%
Total Equity	<u>2,200,598.93</u>	<u>2,163,861.64</u>	<u>36,737.29</u>	<u>1.7%</u>
TOTAL LIABILITIES & EQUITY	<u><u>2,673,924.73</u></u>	<u><u>2,670,565.56</u></u>	<u><u>3,359.17</u></u>	<u><u>0.13%</u></u>