

**Approved Minutes  
UU Rowe Center  
Board of Trustees Meeting  
Sunday, October 26, 2014**

The meeting was called to order at 9:18 a.m.

Board Members Present:

Albert Mussad, President; Cathy Perkins, Vice President, Cynthia Bolling, Clerk, Salena Migeot, Member-at-Large

Also Present:

Felicity Pickett, Executive Director; Paulette Roccio, Director of Operations; Joan Lager, Prospective Member-at-Large; Betsey Miller, Karen Judd, and Evelyn Rich, candidates for the Board; and Rowe Stewards Katha Kerr and Andy Kerr

Check-In (*Albert Mussad, President*)

Approval of Annual Report (September 6, 2014, Annual Meeting Minutes)  
(*Cynthia Bolling, Clerk*)

Cathy made a **motion** to approve the minutes. Selena seconded. The motion was carried by a vote of 4 to 0.

**Executive Director's Report** (*Felicity Pickett*)

1. Attended first meeting of the UUACCC (UU Alliance of Camps and Conference Centers) held at Star Island.

- Met with UUA Director of Outreach Carey McDonald
- Planning for shared booth at GA 2015
- Lobbying Shelter Rock for grants for UU camps and conference centers
- Combined marketing with website and brochure

2. Summer Camp Review – Camps went very well with the exception of SHC, which has some issues that need to be addressed.

3. Staff changes — We are looking for a new maintenance person and are grateful for the time we had with Michael Murphy, who left at the end of September.

4. Website — Due to problems with a lack of protection from hacking, we will be changing our network server in the next few weeks.

5. Fromson/Joffe House by the Brook Well – another contamination.

- We asked for an extension to further investigate the problem

- DEP sent us an order to add an automatic sanitizer to the well
- Our water engineer negotiated the option to move service off that well and to connect with the cistern
- Investigation showed that contamination is in lines under the pond rather than at the well
- We will be moving the service off that well and up the hill, which can also be the first step in our plan for a new water system
- Thanks go to Paulette for having the forethought to ask for the extension to do the investigation

6. September and October have been exceptionally busy, high-attendance months: Members and Friends Weekend, midweek programming, a wedding, and work week.

Thanks go to Albert, Cynthia, and Cathy for their help with history and entertainment evening during Members and Friends, and of course all those who participated. And to Paulette, Reed, Kimba, and all of the cooks who put together the wedding with great style. It was fun.

**Strategic Plan accomplishments:**

Improve Financial solvency: Identify and create additional streams of income at Rowe Center  
Distributed handouts for the following actions/tasks

- Establish relevant baseline: Identify existing sources of income
- Invite Members and Friends attendees to contribute to a “brainstorm board” re: potential revenue-creating activities/projects, and identify three items from brainstorming process to assess feasibility of completing and developing them.

From M&F list: Volunteer for social media

From Center Post notice: Steve Ramshur, member of Montclair NJ UU church, volunteered.

From staff list: Weddings

- Promote summer use of new guest house through brochure and Web presence
- Promote Rowe as a place for group and personal retreats through new brochure and Web presence – much thanks to Fia Alexander, who created the brochures.
- Spiritual Guidance Update
  - Startup grant application to UUA to be decided in November. Thanks to Cynthia Bolling for her help with that
  - Offered Director position to Chelsea Wakefield and will talk with her further on Monday
  - Talked with several potential staff and leaders for advisory committee

I want to thank Arthur and Kanji for their collaboration with me in bringing this project forward.

Increase new and returning enrollees

- Grant from UUA to 48 grant recipients in Northeast to send up to three staff or board members to up to three of our Tools for Activists programs.

Identify, nurture, and develop programming that furthers our organization mission/values, enhances existing communities, creates new communities, and impacts the larger world.

- Collaboration with Starhawk to offer her 10-day Earth Activist Training Program as a way to meet our goals to expand programming and bring in more young people
- Paula Kadanoff, Jonah Spear, and Carrie Nordstrom are working to create a new adult camp for 25- to 35-year-olds.

#### Wellspring update

- Arthur and I met with Dave Munro
- Submitted a proposal to Wellspring to collaborate to offer a residential program
- Phone meeting with Jen Crow on Tuesday
- This could be our second long-term training

Congratulations to Arthur on this new programming and a special thank you to Cathy Perkins, who connected us with the Wellspring group.

#### Improve and Expand Facilities

Add two full baths to the upstairs at the new guest house

- Plumbing and structural changes for one of the baths has been completed. Still need to do the tiling.

In addition, recently donated furniture has been put in place to provide more queen-size beds and to remove some of the platform beds that guests have complained about. Thank you to Craig and Rachel Gibson and to Paige and Patrick Bulmer.

We have been working very hard to address the tasks of the strategic plan while continuing the operations through a very busy fall season. I want to thank all of the staff for their amazing work.

Felicity handed out the following information sheets during her report:

- Gift Acceptance Policy
- Unitarian Universalist Alliance of Camps and Conference Centers FAQ
- Brainstorm List
- Retreat and Wedding Brochure
- Rowe Income Streams
- Development Plan14\_F Pickett Oct 2014
- Development income streams\_F Pickett Oct 2014
- Conference Center Enrollment Report 2014

#### Discussion

Albert thanked Felicity for her work on our strategic plan, and suggested that the Board acknowledge the staff's hard work in some way.

Cathy volunteered to send handwritten thank you notes from the Board to each member of the staff designated by Felicity, acknowledging his or her specific contribution over the time period.

Felicity asked those present to think about people in organizations who may want to hold retreats.

### **Treasurer's Report** (*Felicity Pickett for Kerri Florian, Treasurer*)

Hi everyone, and I apologize that I wasn't able to attend in person. Family obligations and also a bad cold are keeping me from joining everyone.

I am planning a trip up for this coming week to help out in the office with any accounting questions and to take a closer look at everything. I'll include anything additional from my visit in my next board meeting report, and will be there in person.

The below report is based on September 2014's financial reports.

I am very happy to report that net income from both Operations and Development is up just shy of \$40,000!

Development Income is currently up \$4,114 from the budgeted amount and Income from operations is up \$42,000: \$62,000 higher than where it was in 2013 at this time.

Expenses are running within budget overall. There are a few categories that are currently under budget, catalog expenses for one, but that will be reflected in October this year and not September where the budget number is currently showing.

Securities currently have an unrealized loss of \$6,000. The markets of late have been quite volatile and it's showing in our portfolio performance. Again, this is unrealized so hopefully the markets will recover and make up for this current loss.

Contracted Chefs and other staff salary are currently over budget by around \$4,000. This is due to the conference center being so busy.

September was a great month at Rowe and October is looking good as well. Currently though, November and December enrollment is quite low, which isn't very unusual with the holiday season, but hopefully the success of fall will carry Rowe through to the end of the year.

(See the September 2014 Profit and Loss and Balance Sheet statements at the end of this report for the documents that were distributed at the meeting.)

—Kerri Florian, Treasurer

### Discussion

Felicity said the staff has been working very hard through an unusually busy September and October. The staff's fun night out was canceled due to budget concerns, but she said she would like to reinstate that.

Break

### **Old Business**

#### Rowe Nicaragua (*Felicity*)

Joanna McClintock has withdrawn her request to have Rowe sponsor a mini camp in Nicaragua for 18- to 21-year-old Rowe campers. They would have worked with a host organization, Casa Verde, in a rural neighborhood.

#### Sale of Leominster condo (*Felicity*)

We have a buyer for the Leominster property for \$40,000. It's small, not modern, and part of the popcorn ceiling had fallen onto the floor. The buyer wants it for an investment property. We have spent \$25,000 on it and have recouped \$17,000 in rent, leaving \$8,000. When we sell,

deduct our expenses and put that money back into operating expenses. This was a restricted gift, so the remaining funds must go back into the artist-in-residence program.

Salena made **motion** for the Board to accept the offer of \$40,000, or any similar offer that is recommended to be solid and fair by a real estate agent. Cathy seconded. The motion was carried by a vote of 4 to 0.

## **New Business**

### Strengthening a Board culture of philanthropy/fundraising (*Albert*)

Albert wanted to emphasize our recommitment to a culture of development on the board, with a focus on phone calling to raise funds.

### Discussion

When doing development work, the Board members present wanted to encourage a culture of nonjudgmental, cooperative accountability, primarily to one another.

The Board agreed to adopt the following strategies:

- Start an email check-in for everyone participating in fundraising, to let others know how we're doing.
- Establish a timeline:
  - Start our calls on Nov. 1 and check in about them no later than Nov. 8
  - Complete our calls and end check in by the second week in December (December 14)

Cathy will monitor check ins and call people if she hasn't heard from them

If we feel the need to retune this process in the spring, we'll do so.

### Hoffman-Haas Fellows (*Albert*)

This is a program for the New Hampshire center for nonprofits. It's a fellowship to cultivate nonprofit board leadership. Albert has participated in three seminars, including a Chuck Loring seminar on nonprofit boards. It includes five 3-hour meetings and a relationship with a mentor. Albert will be part of a cohort to share learning experiences. The program will conclude in February of 2015.

### Development Report (*Cathy*)

Cathy said that after attending Kim Klein's workshop, she realized that we didn't really know what a capital campaign was. According to Kim Klein, a capital campaign is really a request to give big, to ask people to give their assets, not their income.

Rowe is not yet ready to conduct a capital campaign. The most important thing we can do is upgrade our donors — get customary donors to give more.

These handouts were distributed during the reports given by Cathy and Felicity:

- Development Plan (January - December 2015)
- Streams of Development Income for 2014

## Discussion

Cathy made notes of the good ideas that she, Karen, Salena, and Joan heard when they attended Kim Klein's three-day workshop earlier in the week, and will share the complete list at the November meeting.

## Fall Annual Campaign (Felicity)

Felicity handed out a list of people to call for our fall fundraising campaign. All board members present, plus Evelyn and Karen, received them.

The lists include a new form. Felicity asked those who have agreed to call to fill out whatever information they could if the topic arose during the conversation, and send it back to Rowe.

Felicity offered these guidelines regarding the amount of money to ask for as we call:

- First-time donor: Ask for \$100.
- Donors to retain: Ask for the same level of giving if the person has given consistently, but only for two or three years.
- Donors to upgrade: If the person has given consistently for more than three years, ask for double what they normally donate.
- Send a thank you letter, even if the person doesn't give.

To kick off the campaign, Felicity will send all callers a fact sheet about what the campaign is about, plus a link. The website uses PayPal, but donors can still choose to use their own credit card.

## Review of Possible Projects for Fall Campaign and Estimated Costs

- *Water system project for entire campus* in order to bring the system into compliance with DEP.
- *Complete all needed repairs on Orchard Guest House.* This was the #1 priority as recommended by the stewardship committee and has been on the list for several years now.
- *Wheelchair accessibility at Joffe House by the Brook,* which is a safety issue and has created difficulty around locations for programs.
- *Correct the water situation at Fromson and Joffe,* which we will need to do by May 15th. It would be part of the water system project or in addition to the Joffe House or Orchard Guest House project.

Felicity asked for a vote from all of the meeting attendees.

Water system project: 7 in favor

Orchard Guest House: 3 in favor

Brook House: 0 in favor

Cathy made a **motion** for the Board to raise money for the new water system for the entire campus, which is estimated to cost about \$125,000. Albert seconded. The motion was carried by a vote of 4 to 0.

#### Stewardship Committee Report (Cathy Perkins)

Given the chronic contamination of water in Brook House and Fromson, The Board postponed the Stewardship Committee's recommendation that the Orchard Guest House roof be replaced for the third consecutive year, in favor of starting the new water system.

#### Bimini Trip (Felicity for Arthur Samuelson, Director of Programming)

Felicity circulated an email that a long-time Rowie sent to Arthur, proposing that Rowe sponsor a group trip to Bimini in the Bahamas, and advertise it in *The Center Post* and perhaps also through Rowe's email list. According to the email, if 10 people register through Rowe before the end of the year, Rowe could receive \$1,000.

A **motion** was made for Rowe to sponsor the Bimini trip. The motion was defeated 4 to 0.

#### Motion to appoint Joan Lager as Member-at-Large (Cathy)

Cathy made a **motion** to appoint Joan Lager to serve on board as a member-at-large. Albert seconded. The motion was carried 4 to 0.

#### Motion to appoint Albert E. Mussad as Rowe's Resident Agent (Cynthia)

The Secretary of State of Massachusetts requires the corporation's clerk to live in Massachusetts. If the clerk doesn't live in Massachusetts, the secretary's office will accept the signature of another officer who does. The name of that officer must be entered on a Certificate of Appointment of Resident Agent form, which Rowe is required to file with the state (along with its annual report). Here is what is the Certificate of Appointment of Resident Agent says, "A non-profit corporation may appoint a resident agent upon whom all lawful process may be served, and "The individual or corporation must have a residence or business address in the commonwealth."

As Albert is the only officer of the corporation who meets the requirements, he has agreed to be Rowe's resident agent. Cynthia also read the following language for the motion that the secretary of state wants written into the meeting minutes. Then the Board voted:

Joan made the following **motion**, which Albert seconded:

The Board of Trustees of Unitarian Universalist Rowe Camp and Conference Center, Inc. duly adopted the appointment of Albert E. Mussad as the corporation's resident agent on Sunday, October 26, 2014, by a vote of 5 to 0.

#### Upcoming Meetings

The Board agreed to change the regular Trustees' meeting from Sunday, November 23, at 9:15 a.m. to Saturday, Nov. 22, 2014, at 9:15 a.m.

Next Meeting: Feb. 27-March 1

Cynthia will send an email to confirm the date of the February-March meeting.

The meeting was adjourned at 1:22 p.m.

Respectfully submitted  
Cynthia Bolling  
Clerk  
Rowe Board of Trustees