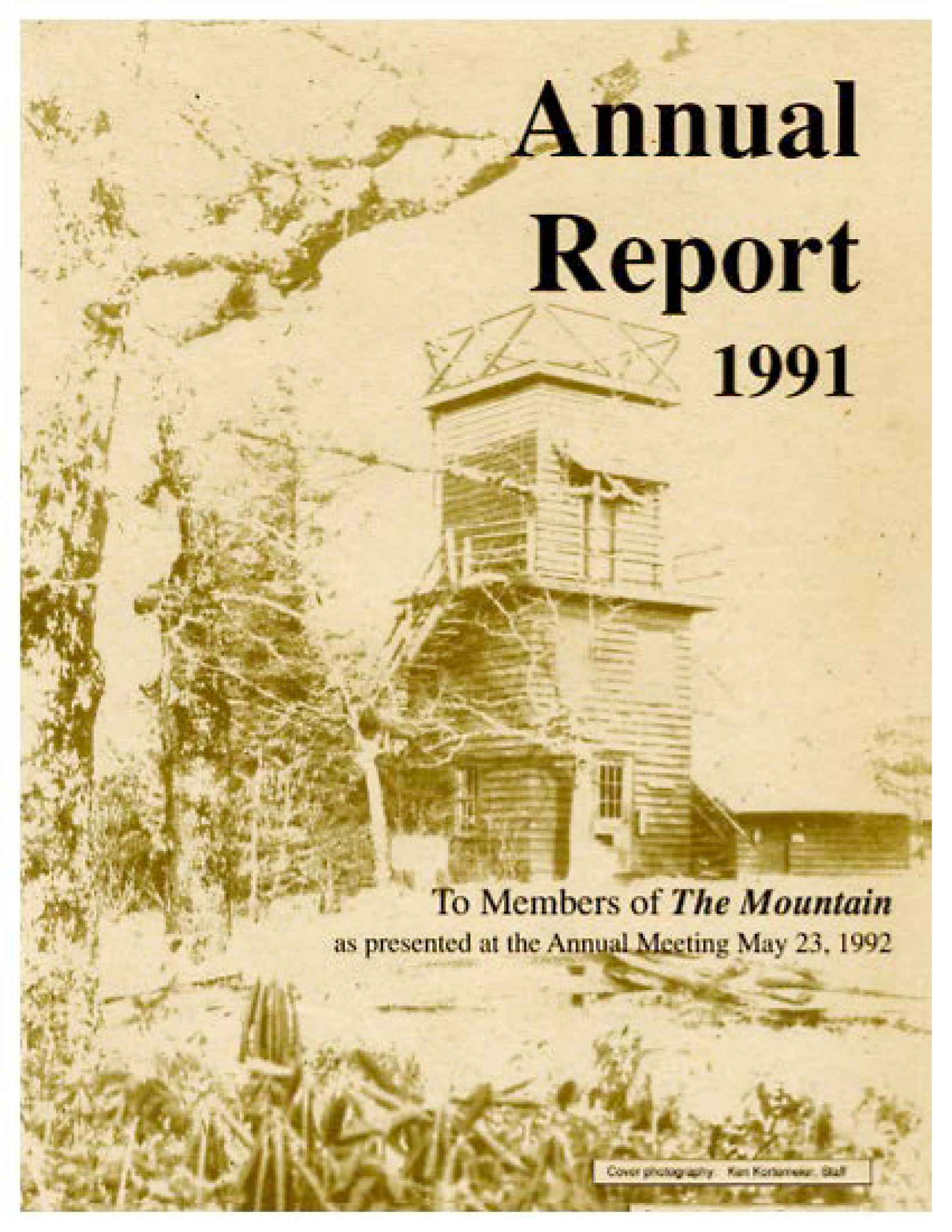




Annual Report 1991

To Members of *The Mountain*
as presented at the Annual Meeting May 23, 1992

President's Report

Officers

Allie Gooding, Pres.	(At Large)
Wink Lucas, V. Pres.	(SUAUS)
Betty Green, Sec'y.	(Florida District)
Randy Whitt, Treas.	(Appointed)

Board Members

Dr. Carole Light	(Mid South District)
Rev. Liz McMaster	(At Large)
June Cravens Sholin	(Appointed)
Phil Steiner	(TJ District)
Bob Whitney	(At Large)
Tom Warth, Ex. Dir.	(Ex Office)

Personnel Committee

In 1991 we had three primary objectives: (1) to develop a process for the annual review of the Executive Director's performance; (2) to provide consultation to our Executive Director as he developed a systematic staff compensation policy and retirement benefit plan; and (3) to work toward a definitive personnel policy manual. All three of these objectives are well underway at the time of this year's Annual Meeting.

For 1992, our objectives include completion and full implementation of the salary management plan and personnel manual as well as exploration of alternative health benefit plans.

Chair: Carole Light

Treasurer's Report

1991 was a very busy year, as is evidenced by a significant increase in operating revenues (a 26% increase from 1990). We again had a positive income from operations. Although development/support was down significantly, we had positive cash flow from it and operations disregarding depreciation. Our Board has recognized the importance of debt restructuring and, of course, debt reduction, but a real attempt is being made to convert external debt to member debt. (Loans from members and other friends currently total about 50% of long term debt)

As a major financial milestone we have just received our first audit of the financial statements. As expected, the audit revealed that our staff does a good job in accumulating and reporting financial information. The auditor made no significant adjustments to the internal financial statements.

According to our best estimates, 1992 will be another good year for operations, and current development plans should improve long-term stability.

Randy Whitt, Treasurer

It has been my pleasure and duty to serve our members as board president in 1991. We can take pride in our having in place a staff of dedicated, skilled and caring people who work hard to help The Mountain achieve the successes that it does. And in addition to serving the needs of guests and members, they are becoming very active in our local Highlands community, energies that will benefit us all.

In the past year many changes, both obvious and subtle, have occurred: Phase II of the Lodge was completed, telephone and computer systems were reorganized and upgraded, new routines and procedures were implemented; all actions to better serve our members. The general facility has been upgraded, too. Repairs and cleanup can be noted everywhere: the dining hall and kitchen, offices, lake front, cabins, and craft barns.

The quality and variety of programming has also been improved. It's as if we were in the middle of a "Mountain Renaissance". This energy and fervor is also notable in your Board. We have put in place financial and debt service policies which facilitate more disciplined planning, including guidelines for long and short term debt management, an improved capital planning process, and budgeting. As you can see from our Committee reports, many major projects were initiated and completed.

And most important, we have our members. Many of you participated in the membership survey last fall; the Board and staff have taken your answers seriously. Members have come back to visit, participated in programs and brought friends and others with them to enjoy the magic which is the Mountain. Our membership grows.

Clearly, we have had a successful year of service to our members and the UUA. Financially, operating revenues and expenditures were as projected, despite the recession. We are justifiably proud of this record, but challenges do remain for us in the years ahead.

Because our long term debt continues to grow, we are beginning a three-year fund drive to reduce this debt. Our **BOLD NEW FOUNDATIONS CAMPAIGN** is being led by two highly motivated and skilled Patron Members, Walter Hodges and Marley Allen. I hope you will listen and respond positively when approached by these volunteers.

The continued success and growth of our Mountain will always depend on your participation and attendance. Have a wonderful and prosperous year!

Allie S. Gooding, President

Membership Committee

Our primary projects were to clarify Policies and Procedures and update the data base. Board and Staff reviewed all membership documentation to capture its spirit and intent. The resulting Policies, approved at the January Board Meeting, were published in Mountain Matters. All member files were studied and the data base updated to reflect the most current information available.

The Sustaining Circle of Friends is a new category for ongoing annual support. Member cards imprinted with names, The Mountain's purposes and goals, and other information were issued this year in an effort to acknowledge our Members and assist them in discussing The Mountain with non-members.

Chair: Liz McMaster

New Life Members

Rev. Dan Adridge Jr.	Emiko Bailey
Margaret Annora Day	Peg Colleen
Lindsay D. Holiday	Leslie Grady Jr.
Wm. Lindsay Williams	Martha Fowler
Monique Jackson	Peter Ranc
Anne Michaelson	Jack State
Tom & Judy Turnipseed	Gerald Robinson
Emily VanValkenburgh	Anna P. Unde
Steve & Linda Watkins	



New Patrons

Grace Gray
Dan King and Nina Benadotto
Edward & Marjorie Riley
Sharon Sweede & Bill Sbrocco
Joe Tomczyk

Environmental Concerns Committee

Our objectives are (1) to assure that our sensitive and unique ecology is protected, (2) to encourage environmental education of all visitors, and (3) to provide guidance on all construction, remodeling and landscaping projects which can impact our Mountain. In 1991, Christine Lucas helped us to meet our first objective by starting a plant survey of the top to establish baseline data of existing flora. Dr. Ernie Wilson is continuing this project for 1992.

Also in 1992, Paul Clipp has agreed to work with the staff to coordinate an environmental survey to determine how much waste we produce, how we dispose of it, and reasonable alternatives for reducing resource consumption.

Chair: Wink Lucas



From the Executive Director

"Come and join us in 1991 as we make it happen." With these words I concluded my annual report for 1990. And join us you did as we experienced a 26% growth in revenue, serving over 4700 guests for a week, a weekend or an overnight. You came as one of 918 Elderhostelers, or 298 youth, or 960 overnight guests, or 1660 retreat attendees or 800 participants in our Mountain Programs. You came and experienced community. People of all ages, backgrounds and cultures came here to experience beauty, solitude, and most of all each other, forming and reforming communities of shared values, common dreams and dedicated energies. What a truly unique place we have here. As Tom Chutak, formerly of Chicago said, "It is a place where the 'we' allows the 'I' to become."

Please review this Report for some of our many projects, in addition to programming. Our audit was a significant step forward as it served to validate what we are doing with our financial records. The member survey was of real value to stay in touch with you, to understand your needs and respond to your concerns. And we took another step forward with our salary management plan that insures a better working environment for the entire staff.

But with our successes, we must also embrace the realities. As author Michael Kami says, "The road to success is ALWAYS under construction." Thus one of the pictures for this year's report is of our road. Like The Mountain, it is always under construction. All of us, members, staff and trustees, must recommit ourselves to each other if we are to insure the continued viability of The Mountain.

Our second picture is of three children of different cultures, working together, experiencing community here with us. This is why we all give our energies and dollars; our youth reflect our future and in them we most proudly display our UU values. They need—we all need—The Mountain.

So, as we bring the curtain down on 1991, and reset the stage for 1992, on behalf of the staff, I want to pledge to you our energy, talents and vision as we continue to grow this wonderful place called The Mountain. And we ask in return that you continue to experience, challenge, believe in, and talk about it, too. This will be a year of RECOMMITMENT for us all. I'm looking forward to our journey on this road together.

Tom Warth, Executive Director

Mission & Planning Committee

The overall objective of this committee is to insure long-term viability. To support that objective, we systematically surveyed our members to find out how they feel about our programs in 1991 - were we meeting their program needs; was the facility being cared for - and were we responsibly managing the institution.

The results were very affirming of where we, the Trustees and staff together, have been putting our energies. The results will be shared at our annual meeting and highlighted in our Summer Mountain Matters. It also emphasized the need for an ongoing planning process, which we, along with the staff, will be undertaking in 1992.

Chair: Wink Lucas ('91)

Phil Sterner ('92)

Finance and Development

In 1992 we welcomed 27 new Life and Patron Members. Seven of these were current staff members. It is exciting to see our membership grow and to realize the commitment so many people continue to make to The Mountain. However, largely because contributions for our new Lodge were so important in 1990, this year's development successes were down significantly.

We the members cannot lose sight of the need to give our financial support beyond our participation in programming.

In addition, in 1991 we received our first Gift Annuity from a member who sees this as a means to give financial support now, while having a savings plan for his own future. A clear objective of this committee is to develop options for members and friends through PLANNED GIVING for long term support to The Mountain while insuring their own financial stability. This will be a major focus of our 1992 efforts.

Co-Chairs: Bob Whitney & Phil Sterner





FINANCIAL SUMMARY

HIGHLANDS CAMP & CONFERENCE CENTER, INC.

A Not-For-Profit Corporation

Balance Sheet December 31, 1991 & 1990

	1991	1990
Current Assets	\$ 78,308	\$ 54,151
Land, Buildings & Equipment	1,579,823	1,425,656
Accumulated Depreciation	(291,328)	(243,383)
Total Assets	\$ 1,366,703	\$ 1,236,424
Current Liabilities	\$ 288,261	\$ 82,983
Deferred Revenue	10,470	10,357
Long-term Debt - Net	700,094	763,953
Fund Balance	367,878	379,131
Total Liabilities & Fund Balance	\$ 1,366,703	\$ 1,236,424

Changes in Fund Balance Years-ended December 31, 1991 & 1990

	1991	1990
Beginning	\$ 379,131	\$ 282,854
Prior period adjustments:		
Adjust Notes Payable	6,735	
Pre-moratorium Interest	(3,699)	
FICA on accrued salary	(1,300)	
1987 Mountainshare costs	(11,732)	
Other		(5,070)
Excess (Deficiency) of Revenue and Support over Expenses	(1,257)	101,347
Ending	\$ 367,878	\$ 379,131

Revenue, Support & Expenses Years-ended December 31, 1991 & 1990

	1991	1990
Elderhostel	\$ 198,363	\$ 147,343
Retreat/Conf Ctr	189,229	104,006
Youth Programs	145,889	149,572
Mountain Programs	63,854	73,135
Drop In	37,187	28,610
Store	43,945	39,620
Other	16,088	9,529
Operating Revenue	694,555	551,815
Operating Expense	683,236	538,012
Operating Income	11,319	13,803
Board Expense	11,991	8,614
Depreciation	47,943	41,518
Income (Loss) Before Development/Support	(48,617)	(36,329)
Development Receipts	126,687	104,532
Lodge Gifts	12,841	122,568
Development Expense	24,435	34,053
Interest Expense	67,733	55,376
Development /Support-Net	47,360	137,676
Excess (Deficiency) of Revenue and Support over Expenses	\$ (1,257)	\$ 101,347

For a complete copy of the Auditor's Report and accompanying financial statements with footnotes, write to:

Business Manager
The Mountain
841 Highway 106
Highlands, NC 28741

