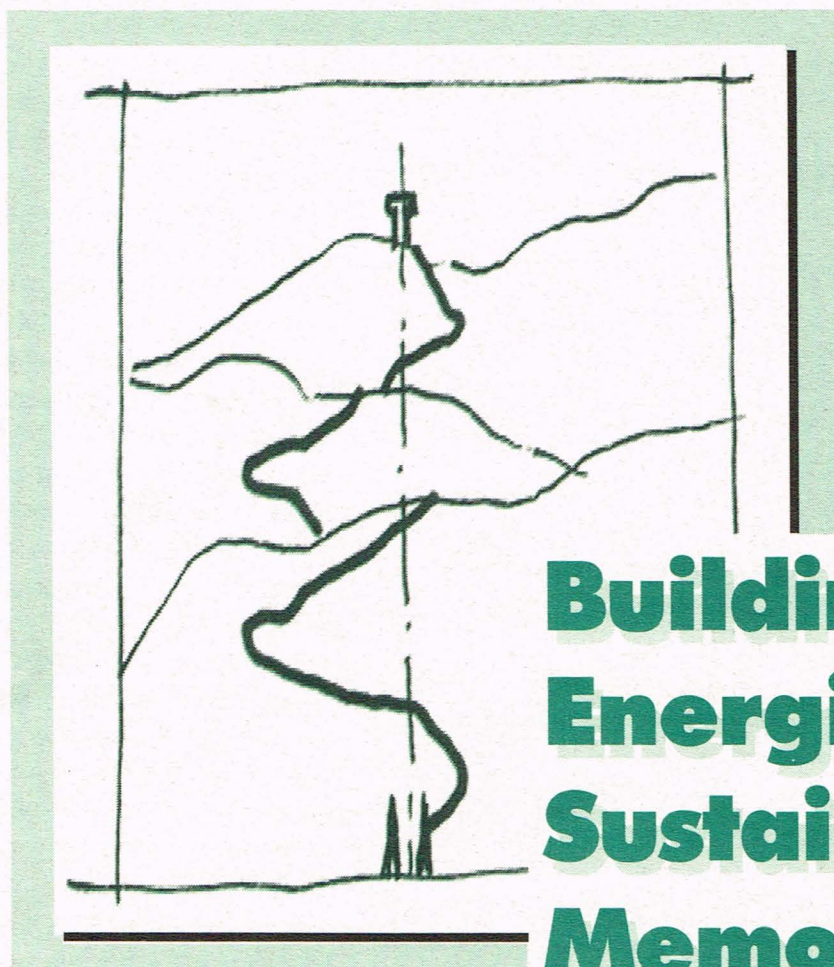


ANNUAL REPORT

2000



Building an Energizing, Sustainable & Memorable Community

"Embracing the diversity of life,
creating an environment to energize
people to work for positive change."

The Mountain Retreat & Learning Centers, Inc.

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President's Annual Report for 2000

Tom Warth

"Building an Energizing, Sustainable and Memorable Community."

This was the theme of the Facilities Plan created in 2000 by Richard Rothman, our Land Use Architect. It also seems to capture the highlights of the year in the current stages of evolution of The Mountain Retreat & Learning Centers, Inc.

The year 2000 was indeed **energizing**! Milestone Learning Center—in its second full year of existence—flourished both financially and programmatically. It was **energizing** to attend the Asheville LEAP Festival and to see other staff, trustees and hundreds of Asheville citizens participating in this monumental project that our LEAP youth pulled off themselves with the help of Milestone's flexible and inventive coaching. It was **energizing** to see how Milestone's programs broadened the racial, ethnic, religious and economic base of MR&LCs constituency, expanding our service to much more diverse populations. Milestone is truly launched.

And it was **energizing** in 2000 to ex-

perience the immediate reception by the marketplace to the Learning Center for Leadership (LCL). From the videoconference training in March—before LCL was formally started as one of MR&LCs Programmatic Divisions—to the August meeting of a visioning committee and culminating with a number of trainings offered throughout the rest of the year, the response to LCL's concepts and offerings has been exciting!

In reviewing the year for The Mountain Retreat Center, both "**energizing**" and "**sustainable**" emerge as themes. This is where it all started: the programs of transformation and consequence; the life-long impact of our youth camps; and the spiritual and relational growth of individuals, groups and congregations as they experience our programs in the breathtaking setting of The Retreat Center. Perhaps most of all, it is the staff members who provide the energy and the sustainability of this organization. Week in and week out, participants comment on the friendliness, warmth and competence of the staff. Even through difficult transitions, such as the loss of key staff during the year, the Retreat Center staff sustained their "embrace of the diversity of life, creating an environment to energize people to work for positive change."

A "**sustainable community**" is one that balances solid business practices with dynamic vision; it combines steadfast adherence to core values with innovative thinking and planning. As Financial Advisor, Jean Findley, states in her annual report "it was a good year" for MR&LCs. The numbers are in line with our multi-year strat-

egies. The audit report for the year 2000 resulted in an "unqualified opinion" (clean opinion audit)—sustainable solid business practices.

This **sustainable community** is committed to healthy systems that reflect the MR&LCs dynamic vision of "actively participating in the creation of a society transformed—a society which affirms mercy and justice for all, promotes equal rights and removes oppression, and enhances the delicate balance between humanity and nature." While MR&LCs have much to do to fulfill this vision, I believe we are on a stable, aggressive and determined path toward its achievement.

The Mountain Retreat & Learning Centers is a **memorable community**, and what makes it so is the way we treat one another. In our turbulent, gun-laden society we must "be the peace" we wish to see. Where we see brutality and oppression, we must be gentle, compassionate, civil people. The Mountain is not an isolated oasis to which participants can escape the issues of a very troubled world. In all that we do we must live our lives, run our programs and business in ways, as Ghandi said, "that will allow us to be the change we wish to see."

Energizing, sustainable and memorable – The Mountain Retreat & Learning Centers in 2000. The world needs MR&LCs. Ralph Waldo Emerson said as part of his definition of success, "to know that one life has breathed easier for my having lived." That **IS** success and that is why The Mountain is successful. I am looking forward with great anticipation to the future.

Please take the time to read this Annual Report in order to better understand all that **is** The Mountain Retreat & Learning Centers, Inc.

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The Retreat Center

The year 2000 was pivotal in terms of positioning the Retreat Center for the future and achieving a better understanding of the challenges ahead.

Total revenue grew 13% over 1999 compared to a 1% growth the previous year. Much of this growth came in the retreat business (+38%), both Unitarian Universalist and non-UU groups. Elderhostel had its highest attendance year in a decade and youth programs had the most participants ever (1,693). The total number of guests (6,496) was the highest ever, a 10% growth over 1999. Total person nights grew 13% to 22,126 making the average guest stay 3.4 nights. Person night growth exceeding guest growth is a positive trend as the longer each guest stays per visit the less the turnaround costs. An additional number of interest—the Retreat Center served 59,740 meals during the year.

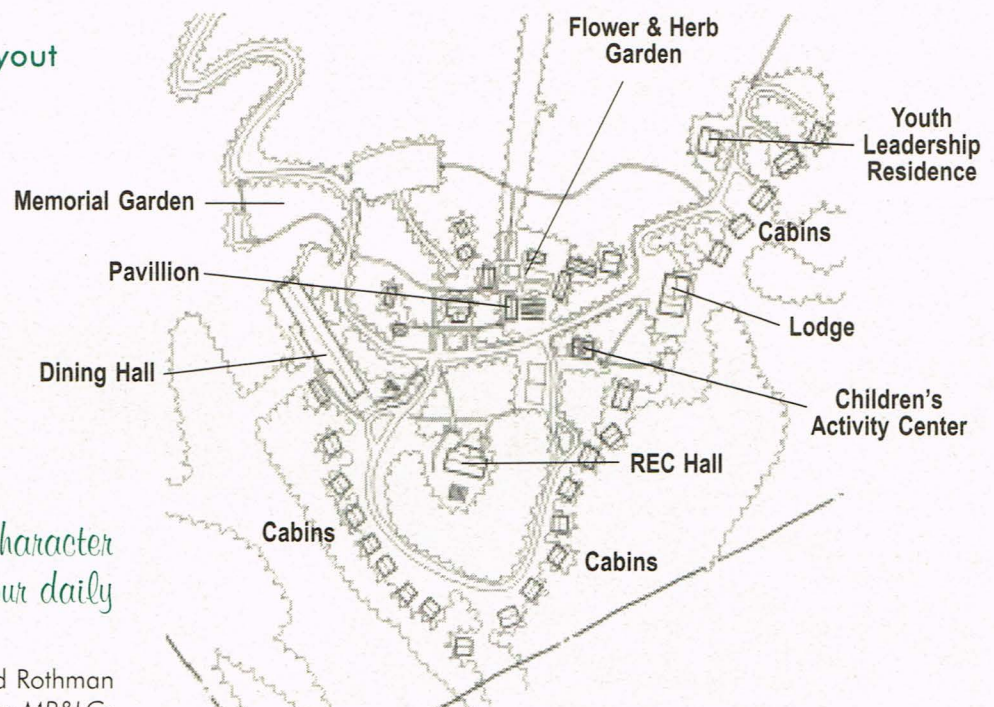
But the numbers don't tell the story of 2000. What identified this as a memorable year were the resilience, energy and flexibility of the Retreat Center staff. At the beginning of the year, a Retreat Center Director was hired to manage the daily operations. This is a complex organization requiring a diverse set of skills and work experiences—supervisory experiences, knowledge of the hospitality/guest services industry, team building, marketing and a sense of the spirituality of the place itself. The position

was filled with the best intentions on the part of both the candidate and the organization. But as the year went by it became apparent that the job and the person were not suited for one another. In addition, the Food Service Director of five years left in the middle of the summer to pursue other career opportunities.

Through it all, the staff never missed a beat. Seven days a week, programs ran, food was prepared, marketing plans were made, programs were run and staff members treated one another and the guests with civility, respect, compassion and concern for the larger good. They worked as a team, interdependently, energetically. And, based on the program evaluations, guests were never even aware that staff changes were occurring.

What emerged from this experience is a deeper understanding of what it's going to take to move the Retreat Center through the next stages of growth. Perhaps more important, it is abundantly clear what capable, dependable people we have on staff investing their time and energy in this remarkable organization. It was the strength and focus from within the staff members themselves that sustained The Mountain, creating energizing and memorable programs and experiences for Retreat Center guests in the year 2000.

Proposed Summit Layout



"Preserve the wilderness character which defines and enriches our daily experience."

by Richard Rothman
from *Facilities Plan for MR&LCs*

Milestone Learning Center

Shelley Jackson Denham, Director

It's about community action. It's about empowerment and hope. It's about individual ownership of the ability to work on societal systems that foster "liberty and justice for all." Milestone Learning Center is about fostering ethical leadership leading to social justice activism. Our philosophy is that prejudice, hatred and oppression are the by-products of fear and misunderstanding. Interactive workshops and exercises are designed to lift up uncomfortable issues and increase respect for diversity of opinion, orientation, life-style, culture, race, creed, and ability. Experiential education, use of the arts, and service learning are tools for achieving programmatic goals of advocacy, awareness and strategy training, capacity, skill and coalition building.

Some Highlights of 2000

Revenue growth of 193% was in line with projections. We believe this pattern will continue as our market expands. Funding received from the Barstow Foundation for LEAP and from the UU Funding Panel for Leadership School for Social Justice allowed Milestone to offer programs to an economically diverse population and were instrumental in the increased revenue.

LEAP

- **Asheville youth completed their LEAP program.** Their project, a citywide "Come-Unity" Festival was a great success, receiving much attention from the media, including front-page coverage in the *Asheville Citizen-Times* newspaper. Mayor Leni Sitnik spoke at the festival, and a symbolic soup and bread luncheon was served, with proceeds going to Manna Food Bank. LEAP youth were also recognized for their achievements at Asheville's Martin Luther King Celebrations in January 2001. As the "Charter LEAP Group," these youth

will always have a place in the history of Milestone Learning Center!

- **St. Joseph, MO:** this LEAP group held its start-up weekend in November. Groups include youth from Disciples of Christ, Episcopal, Lutheran, and two Presbyterian congregations. In their e-mail communications list, one participant wrote, "I'm really excited about this whole program. I think it's a wonderful chance to do something for St. Joe."
- **Raleigh:** Youth on a Mission & Teen Achievers began their LEAP program in December. In a note to Anne Mayher, one student said, "...because of you just listening and understanding our feelings, helped me break segregation in my life..."

Leadership School for Social Justice

LSSJ made inroads into migrant and border communities, public schools and congregational youth groups: the excitement about Leadership School for Social Justice is growing! Although many organizations work with youth, or are involved in leadership training or social justice activism, the key to Milestone's unique offerings is that our focus weaves these together: leadership training for youth in order to achieve social justice in their local communities.

For the year 2000, Milestone's second year of existence, we envisioned expanding the geographical, racial and economic reach of our constituency. We envisioned the successful completion of our charter Asheville group. We envisioned LSSJ reaching further than UU congregations into school and community groups. We did it all. Milestone—a far-reaching vision only a few years ago—is an energizing, sustainable and memorable reality.



Asheville LEAP participants on stage at the "Come-Unity" Festival.



Asheville's Mayor Leni Sitnik.

Learning Center for Leadership

Helen Bishop, Director

So much has happened in the Learning Center for Leadership (LCL) this start-up year! In March 2000, LCL sponsored its very first program, a joint videoconference on conflict management with Central Midwest and Thomas Jefferson Districts. Conference participants were excited about the possibilities of bridging distance and space using distance education methods.

On August 1, Helen Bishop became Acting Director of LCL. A Visioning Task Group was convened, charged with developing a mission statement for LCL and assisting in the development of strategic, business and marketing plans for the Center. Members of the Committee included:

- The Rev. Elinor Artman, parish minister in Cincinnati, Ohio and longtime supporter of MR&LCs
- The Rev. David Hubner, Acting Director of the Unitarian Universalist Association's (UUA) Department of Ministry
- Richard Nelson, Director of Computing and Information Services at Furman University in Greenville, South Carolina, member of Furman University's Strategic Planning Steering Committee, and former president of the Greenville UU Fellowship
- Qiyamah Rahman, District Executive of the UUA's Thomas Jefferson District
- Beverly Smrha, District Executive of the UUA's Pacific Central District
- Dr. Anthony Stringer, Professor of Neuropsychology at Emory University in Atlanta, GA, Chair-elect of MR&LCs Board of Trustees, graduate of the Lay Ministry program at the Unitarian Universalist Church of Atlanta
- The Rev. Melanie Morel Sullivan, parish minister in Chattanooga, Tennessee, member of the Jubilee Working Group, and Leadership School faculty member in Southwest District and The Mountain

The Task Group, in collaboration with staff, provided direction for LCL in its first year. They decided that priorities for LCL programs should be UU volunteer lay leaders; professional staff of UU congregations, including religious education directors, administrators, and musicians; continuing education for ordained UU clergy; and programs of interest to multifaith communities. They also decided that LCL programs should involve multiple technologies, making materials available electronically, and using interactive web sites, audio- and videoconferencing, and more traditional print-based and workshop formats.

Focus group and market research indicated that UU volunteer lay leaders and congregational staff wanted to be able to earn continuing education units (CEUs) through participating in

LCL programs. Application was made for CEU certification and it is expected that in 2001, program participants eligible for CEUs will be able to receive them. LCL is also in dialogue with Starr King School for the Ministry and Meadville/Lombard Theological School about collaborative programming, particularly for UU volunteer lay leaders. These programs will involve distance education, as well as other methodologies.

The current LCL page on The Mountain's web site offers this description: "The Learning Center for Leadership provides an exciting opportunity to become more involved in the development and delivery of faith-based leadership trainings for UUs and other religious organizations. Components of LCL will be distance learning technology, new curricula, an on-site 21st century library/reference center, and publication activities. LCL will advance the knowledge and skills of lay and professional leaders as they work together on a multifaith basis on issues of social justice in their local communities." The Learning Center for Leadership is truly on its way as one of The Mountain's four Centers. We are looking forward to another energizing, sustainable and memorable year in 2001!



Distance Learning - Video Conference Training March 2000

Central Midwest District participants in Chicago, IL
with Nancy Bowen (top photo)
and

Thomas Jefferson District Participants in Greenville, SC
with Helen Bishop (bottom photo)

Members & Contributors *

Larry Wheeler, Director

One of the amazing stories about the history of The Mountain has been the generosity of our members and contributors from the very beginning. In the 1979-80 period, we set an objective to raise \$333,000 in addition to guest fees for The Mountain to function financially. When the gift appeal was completed, more than \$350,000 was received, much of it from people who had only seen pictures of the site. This set the tone for the ongoing success of the development program.

When I returned to The Mountain as Development Director in mid-1997, I did so with the belief that this support would continue if we communicated our vision, mission and goals to guests and members alike. As well-founded as that belief was, I never expected the response to be as strong as it has been these past three years with a combination of cash gifts and multi-year pledges resulting in the following over the past three years: 1998 – \$453,429, 1999 – \$861,273 and 2000 – \$843,415! And the pledges that have been made will be a significant source of cash as we anticipate receiving over \$600,000 in the next 5 years.

Other measures of our development strength include the following:

- Our top-donor Vision Holder categories (\$10,000+) now number 92 donors versus just 43 in mid-1998, with 4 now over \$100,000 in total giving.
- We added 41 new Life Members in 2000 despite having raised the rates at the end of 1999.
- Volunteerism, an indicator of donor/member involvement increased 238% in 2000 for a total of 6,056 hours. Many volunteers make financial gifts over and above the gift of their time.

What is truly exciting for me is that I believe that what lies ahead for The Mountain has the potential to far exceed all that has happened in our first 22 years. Join us on this journey.

Life Members – \$2,000+

Afesa Adams
William Adkins
Emily W. Adler
Dan Aldridge
Paul Allen
Marisa Allen
Mary Alm & Darrell Russell
Al Almand
Laurel & Fred Amabile
Ellen Anderson & Bill Baker
Mary Andrus-Overley & Don Halford
Shawn Angell
Juliet Araujo & Carl E. Erickson
Richard & Barbara Arends
David Auburn
Pam Bachman
Fred & Gertrude Badger
Dan Bailes
Jim & Janet Baldwin
Harriet J. & William Ball
Bill & Linda Ball
Ruth & Russell Ball
Viola S. Barclay
Rebecca Baum
Laura Baum
Rey & Lynn Baumele
Lenora Beale
Peggy Beard
Sharon Beecher
Doug & Patricia Beers
Barbara Belfiglio
Cecil Bennett & Myrtle Staples
Eunice Benton
Nancy J. Bessler
Victoria & Glen Bethea

Sam Rahn Bignault
Michael & Cindy Bignault
Elizabeth Bishop-Martin
Nancy Bivins
Lenny Blackwood
Anne B. Blair
Stan & Paula Blair
Peggy Block
Linda Bloedau
Susan Bloomfield & Bill Mareska
Jeffrey & Linda Blum
Cecelia Bonfils & Al Loebe
Judy Bonner
Joy & Tony Borra
Dana Paul Bowie & Ethel Duffett
Fran Boyle
Helen Brandt
Louis Bregger
Myra P. Bregger
Gretchen Bremer-Hosken
W. S. & Viola Brian
Houston & Betty Brice
Theresa Brichetto
Ron & Karen Bringle
Nan Brockerman
Audrey & Earl Brodhag
John & Marjorie Bronson
Amy Brooks
Eugene Brooks
William & Carolyn Brown
Allan & Jean Brown
Linda Winn & Charles Brown
William B. Buckley
John Buehrens
John Burciaga
Paul & Myri Burkholder
Laura C. Burnham

Dixon Burns
John & Nancy Burns
Gene & Rosemary Burr
Ed & Barbara Butenhof
Sam & Ella Camp
Larry Camp
Bob & Mildred Carpenter
Marge Carrison
Elizabeth Carter
Evelyn Carter
Laura & Lance Carter
Libby & Les Case
Doyle Chadwick & JoAnn Hasty
Matilde & Charles Chaille
Karen Chandler
Julia Chansen
Donald L. Chery
Tom Chulak
Jean & Joe Chulak
Marcia Clark
Tom Clephane
Rene Cline
Lauren Clipp
Brian Clipp
J.R. Coe
Jim Colby
Harold Cole
Carole Colley
Peg Collison
Elizabeth Cooper
Al Cotton
Kate Couch
Charles Courtois
Glenda S. Cowart
Rob & Christine Cowgill
Elliot Cramer
Heather Cramer

Roberta Crocker
Jack Cross
Yoko & Rick Crume
Shirley Ann Curtis-Ference
Ruth Dahlke
Stephen & Sheryl Daniel
Ted Danielson & Priscilla Wood
Charlotte Danly
Steve Dante
Marguerite David
Scott & Darla Davis
Violet & Donald Dawe
Annora Day
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Todd A. Deaver
E.J. & Suzanne Deering
Shelley DeLux
Sylvia Delzell
Gillian Denham
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Celeste Dickson
Virginia Dickson
Merrill Dillon
Lydia Dodge
John & Mary Doe
Heather Donavon
Sharon Drew & Roy Goderstad
Wayne Duckworth
Nancy & Bob Duggan
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Marty Dybiz
Timothy & Elizabeth Eble
Joe Eckard
Ed & Christine Edelson
Ben & Shirlee Edwards
Safwan Elchahal
Jan & Ted Elders
Don M. Elkins
Phillip & Joyce Elliott
John & Billie Elsea
Ira Estis
Rebecca Evans
Mark Evans
Bernadine Evans
Murray Evans & Dee Montie
Don & Thelma Evans
Dee Evers
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Estelle Ford-Williamson
Hugh Fordyce & David Self
Gail Brownlee & Chris Foreman
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Tom & Daisy Fowler
Willard C. Frank
Mary Frazier
Arlene & Ron Fredrick
Tracy Taylor Fritchman
Benjy Fry
Brad Gabeline
Jennifer Nourse & Eric Gable
Sandy Gaither
Willard Gannett
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Marita Garin
Madelynn Ely Garner
William & Gay Gauch
Rolfe & Susan Gerhardt
Justin A. & Kathy Giacoletti
Gordon & Judy Gibson
Mike Gilbert
Griff & Susan Gilbert

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Ruth H. Gogel
William D. Gooch,
Frances Gooding
Shirley Goodman
Liz & Hoyt Goodson
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Erin Graves
John Gray
Erik Green
Ruth Green
Nils Green
Anika Ridgeway Green
Elise Green
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John S. Griffin
Kate Griffin
Adam Griffith
Albert Gruensfelder
Cynthia & Steve Hackney
Norma I. Halley
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Chester Hamilton
Mark & Sally Hamilton
Phil Hamlin
William D. Hammond
Harriette & Bill Hance
Elizabeth Barrett Hardner
Sarah Hargrove
Adam & I-Shuan Hargrove
John & Kathleen Harkey
Jean & Henry Harsch
Catherine Hart
Jack Hassard
Jake Haun III
Frank Haun
Harvie Haun
Al & Ione Hayden
Robert & Dixie Haywood
Ann Heacker
Donn Hedden & Lou Wolcott
Graham & Carol Henderson
Betty Henderson
Sara & Charles Hertwig, Jr.
Edith & Melvin Hetland
Mildred K. Higgins
Nikki Highsmith
Debbie Highsmith
Dorothy & Scotty Hiles
Robert Hill
John Forest Hilyer
Rentz Hilyer & Mair McCafferty
James & Nan Hobart
Karen Leanne Hodges
Clifton Hoffman
Margaret & Richard Hogue
Lindsay & Marie Holliday
Lind & Ernie Hollingsworth
William & Frances Hollister
Lisa Holt
Smitty Hooper
Roberta Hopkins
Frances Howard
Ray Hubbard
Meg Hudson
Dorothy Huenecke
Mark Hunter
Bob & Marge Hybels
Jennie Hyde
Ed Ice
Ken & Jill Ihlo
Linda Irving
Martin Isganitis
Cecile James
Tony James
Julia Jamieson
Amber Jaric
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Angie Johnson
Walt & Sara Johnson
Jone Johnson
Len Johnson

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 Steve Jones
 Meta B. Jones
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 Roberta Jordan
 Cheri Jorgenson
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 Jeremy Judge
 Janet Judge
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 Lee Knight
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 James David Link
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 Fay Mann
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 Susanne McKelvey
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 Nancy McMullen-Palmberg
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 Krista Meinersmann
 Carl & Jenna Melissas
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 Pat & Ed Mercer
 Anne Michaelson
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 Krystyna Miller
 Ed Miller
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 John & Elaine Miller
 Bob & Lynn Milner
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 George Mitchell
 Karen Mitchell
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 Eloise Mitchum
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 William B. Moore
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 Brigitte Nahmias & Don Norton
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 Cindy Naylor & Herman Schmid
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 Ben Schwartz
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 Boris Silberberg
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 Charlie & Polly Simpson
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 Velma Smith
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 Richard Smith
 Judith Smith-Valley
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 Stephen Sullivan
 Janine Sutphen
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 Bill & Deedi Sutton
 Emery Swan
 Lois Swan
 Leah & Leonard Swing
 Carla Syverson
 Maxim Tabory
 Jill Tarbel
 Kathleen Moloney Tarr & Brian Tarr
 James I. Taylor
 Carol Taylor & Joel Weaver
 Carl & Holly Taylor
 Mary Tebo & Daniel Simberloff
 Vince Teeter & Kathee Williams
 King Thackston
 Ralph W. Thomas & Marcia Menard
 John Thomas
 Susan Thompson
 Rod & Mary Alice Thompson
 Jennifer Thorn
 Laura Thorn
 Noland Thuss
 Sally Tidyman
 Anne & Gene Todd
 Pete Tolleson
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 Carey Rahn Tucker
 Jeff & Julie Tucker
 Ann Tyndall
 Tom Tyre & Jay Matthews
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 Savie Underhill
 Jane & Bill Upshur
 Alex Usatine
 Joe & Martha Usatine
 David & Linda Vanderlaan
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 Lillian Vignieri
 David Ward Vosper
 Marge & Arch Wakefield
 Tom Wakelyn
 Jerome & Melissa Walker
 Susanne & Mark Walker
 Marlene Walker
 Perla Wall
 Bob Wall & Nancy Granat
 John & Sylvia Wallace
 Jim & Ann Wallace
 Sarah Walls
 Robert Walsh
 Doug Walters
 Mary K. Ward
 Helen Ward
 Bob & Nancy Warren
 Pamela Wasilewski
 Steve & Linda Watkins
 David Watkins
 Paula Watson
 Sidney Watson
 Madeline Watt
 John Watt
 Joan Watterson
 Robert E. Wells
 Frances & Bill West
 Neal & Cindy Westmoreland
 Frederick Westover
 Nathaniel & Marcella Weyl
 Jean & Brian Wheeler
 Ken & Lorraine Wheeler
 Abby Marie Wheeler
 Bruce Whitney
 Molly Wilcox
 William L. Williams
 Elizabeth L. Williams
 Virginia & Joe Wilson
 Elaine Wimberly
 Robert & Evelyn Winchester

Charlie & Arlene Wollmer
 Kristen Pirie Woolenhaus
 Barbara Woolf
 Karen Woolhouse
 Alice Young
 Alice Zawadzki
 Sharon Zens
 Reid Zimmerman
 Barbara Zimmerman
 Donna Zurcher

Community Life Members – \$2,000+

Gay Spirit Visions
 Womenspirit
 Minister, UU Church of Asheville
 Minister, UU Congregation of
 Atlanta
 Minister, Thomas Jefferson
 Memorial
 Church, Charlottesville
 Minister, UU Church of Chattanooga
 Minister, UU Fellowship of Hendersonville
 Minister, Tennessee Valley UU
 Church, Knoxville
 Minister, UU Church of Tallahassee
 RE Director, UU Church of Asheville
 RE Director, UU Fellowship of
 Hendersonville

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 Manley & Elissa Allen
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 Larry Landrum
 Mike & Ellen Lappa
 Tom Larson & Janine Leland
 James & Pamela Griner Leavy

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Margaret Ann Link
Bob MacDicken & Eileen Ross
Don & Sue Male
Jeannette Manning
Dee Medley
Kay Montgomery
Joan Moore
Jeri Moulder
Margrit Nash
Alice Noggle
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Sarah Palmore
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Walt Pirie
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Margaret Redfield
Chase Robinson
Christine Robinson & William Baker
Richard & Michelene Rothman
Robbyn Ryan-Mooney & Jim Mooney
Herman & Donna Schmid
Margaret Schmidt
Donna Schmitt
Dianne Seville & Dick Britton
David & Anna Smillie
Ray & Helen Solomon
Sue-Ann Soloway
Bonnie Sheppard & Bill Spurgin
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Sekayi & Anthony Stringer
Melanie Morel Sullivan
Kay Giese & David Sweat
Sharon Sweede & Bill Sbrocco
Joe Tomczyk & Verlie Leatherwood
Patti Torno
Tom & Judy Turnipseed
Annette Walker & Kent Sidel
Nancy Maseng & Joe Watterson
Roger Weinstein
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Richard & Dorothy Wertzler
Randy & Barbara Whitt
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Gary & Darcy Wolfson
Suzanne Wright
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Virginia Talbot & Dean Zuch

Vision Holder Flame Azalea – \$10,000+

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The Tisdale Family
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Walter & Alicia Hodges
John Lantz & Jane Royall
Elizabeth McMaster
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Sonya Prestridge & Arvid Straube
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Vision Holder Rhododendron – \$20,000+

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Ann & Joe Creech
Pat Gnagey
Bob & Anne Hornberger
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Elmo & Cliff McCray
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Vision Holder Chinquapin – \$25,000+

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Vision Holder White Oak – \$35,000+

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Bill & Mary Nelson
Mo Wheeler
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Sue & Bob Whitney

Vision Holder Frasier Magnolia – \$50,000+

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Jacob Haun, Jr.
Carole Light & Alex Redmountain
Myrtle Lockwood
John & Margaret Norris
Marjorie Riley

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Harold & Charlotte Johnson
Tom & Jane Warth

Vision Holder Trillium – \$100,000+

Elinor Artman
Margaret Schilling
June Cravens Sholin
Anne Staley

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Buggie & Dave Anderson
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Betsy & Scott Baste
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James & Christine Bird
Peggy & William Birkemeier
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Ralph Bowlin
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Barbara Brown
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Benson Caplan
Durand Carpenter
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Robert & Erin Clark
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Felicity Pickett
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Chris Purcell
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Kary Schmidt
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Gloria Turner
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Audrey W. Vincent
Steven Vogel
David Warth
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Jeff Wiener
Ed & Connie Wilde
Harriet Wilson
Katie & Roger Winchell
Carey & Carol Winzork
Mark Woodbridge
Barbara Wright
William & Diana Wright
Bill & Ruth Yag
Don Youngblood

* List current as of
May 1, 2001

A Message from The Board of Trustees

John Rakestraw, Chair

It's impossible in a document like this one to describe in any detail either the many important steps The MR&LCs have taken this year or the mix of enthusiasm and care with which these steps have been taken. But I have to attempt it, if only in hopes that what I say here will inspire in you the desire to learn more. Those hopes are important, however, because I think that if you learn more about what The Mountain is doing, then you will be moved to become more involved. Consider the following brief snippets:

- Last year we celebrated the acquisition of the land known as the Cabbage Patch. This year we have completed the engineering studies of that land and have learned that we will be able to use the land much as we had envisioned using it. The excitement of the process has inspired the work of architect Richard Rothman, and his excitement has come back to The Mountain in the form of an environmentally responsible plan for using the land for a residential community.
- Financially, we have just received a professional "clean opinion" audit indicating good financial management. You can read the Board's Financial Advisor Jean Findley's report elsewhere in this newsletter (page 12)—note especially the significant revenue growth in Milestone, the Retreat Center, and development. Note also the Board's commitment to bring staff salaries up to a level comparable to salaries at other non-profits in our sector.
- We have launched the Learning Center for Leadership, in an ambitious but carefully considered plan to provide and coordinate resources for leadership development to religious organizations.

Milestone's revenue growth, mentioned above, is only one sign of the vibrant programs run under Milestone's auspices—currently there are residents of 19 different communities from 10 states involved in these programs. But these new centers have not detracted from the longstanding "heart" of The Mountain as enrollments in the Retreat Center's programs continue to grow.

- The expanding programs and the diversity of programs called for a new governance model, and thus next year's Board of Trustees will be larger, with members from more parts of the country, than this year's. Those who have served on earlier boards, and those who have served on past nominating committees, will be especially interested to know that we now have significant leaders from inside and outside Unitarian Universalism approaching us and offering to serve on the Board.

I could leave you with those snippets, but they really don't communicate the excitement of the last year, as Board members left each meeting feeling challenged and energized by the possibilities. Of course, we owe significant thanks to The MR&LCs staff for developing the vision and sustaining the energy that holds all of these programs together. Standing behind all of the items described briefly above are people—staff, board members, and The MR&LCs members and friends—people who form a community that is working to live out the ambitious mission of embracing the diversity of life and creating an environment to energize people to work for positive change. I am personally grateful for the opportunity to serve as Board Chair during this time in The MR&LCs' evolution.

Officers

John Rakestraw

Chair, Board of Trustees
Elected at Large

Jeri Moulder

Corporate Secretary
Elected at Large

Tom Warth

President & CEO

Neal Resch

Vice President & CFO

Trustees

John Bohstedt

Elected-At-Large

Ivan Cotman

Board Appointment

Lanie Damon

Elected-At-Large

Jean Findley

Financial Advisor
Board Appointment

Hildegard Gray

Elected-At-Large

Claire Keane

Recording Secretary
Board Appointment

Ed Mangiafico

Board Appointment

Bruce Parrish

Board Appointment

Dorothy Senghas

Elected-At-Large

Tony Stringer

Board Appointment

The Mountain Endowment Fund, Inc. 2000 Annual Report

Board of Directors 2000-2001

Dan Boyce, Chair
Bob Whitney, Vice Chair
Ann Creech, Secretary

Faith Comstock
Harry Donavon
Arnold Gelbin
Hal Reed

June Sholin
Jean Findley, MR&LCs Trustee
Neal Resch, Treasurer
Larry Wheeler, Staff Liaison

Dan Boyce, Chair

As the chair these past two years of the Mountain Endowment Board, I'm tremendously enthused and energized by the rapid progress of this relatively new Mountain initiative. The Board was conceived and established only about four years ago with the blessing and support of The Mountain's Board of Trustees. Not only are we up and running, but we have already received several sizable gifts, with more in the works.

Just as importantly for the long term, the establishment of the *President's Society* which honors those who have named the Mountain Endowment Fund or The Mountain in their estate plans, is now a reality. Friends and supporters of The Mountain who wish to be listed as Charter Members of the President's Society have until June 30, 2002, to notify the Development Office that they are making such plans. As I did not have the chance to

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STATEMENTS OF FINANCIAL POSITION

Management Statements Unaudited	Dec. 31, 2000	Dec. 31, 1999
ASSETS		
Donor Pledges Receivable	\$ 1,000	\$ -
Accounts Receivable	5,693	-
Investments	<u>\$ 284,057</u>	<u>\$ 172,663</u>
Total Assets	<u>\$ 290,750</u>	<u>\$ 172,663</u>
LIABILITIES AND NET ASSETS		
Total Liabilities	<u>\$ -</u>	<u>\$ -</u>
Net Assets:		
Unrestricted	9,489	6,796
Permanently restricted	<u>281,261</u>	<u>165,867</u>
Total Net Assets	<u>290,750</u>	<u>172,663</u>
Total Liabilities and Net Assets	<u>\$ 290,750</u>	<u>\$ 172,663</u>

STATEMENTS OF ACTIVITIES

Management Statements Unaudited	Year Ended Dec. 31, 2000	Year Ended Dec. 31, 1999
Changes in Unrestricted Net Assets:		
REVENUE		
Interest	\$ 12,120	\$ 11,338
Dividends	346	-
Contributions of Board		
Travel Expenses	<u>1,352</u>	<u>1,307</u>
Total Unrestricted Revenues	<u>13,818</u>	<u>12,645</u>
EXPENSES		
Administration	NONE*	NONE*
Board Travel Expenses	2,452	1,307
Printing	<u>45</u>	<u>-</u>
Total Expenses	<u>2,497</u>	<u>1,307</u>
SUPPORT		
Direct Support to The Mountain	<u>8,628</u>	<u>7,385</u>
Total Expenses and Support	<u>11,125</u>	<u>8,692</u>
Increase in Unrestricted Net Assets	<u>2,693</u>	<u>3,953</u>
Changes in Permanently Restricted Net Assets:		
REVENUE		
Contributions	99,931	21,000
Gain on Market Value of Securities	<u>15,463</u>	<u>-</u>
Total Permanently Restricted Revenues	115,394	21,000
EXPENSES	<u>NONE*</u>	<u>NONE*</u>
Increase in Permanently Restricted Net Assets	<u>115,394</u>	<u>21,000</u>
Increase in Net Assets	118,087	24,953
Net Assets at Beginning of Year	<u>172,663</u>	<u>147,710</u>
Net Assets at End of Year	<u>\$ 290,750</u>	<u>\$ 172,663</u>

* The Mountain staff has provided administrative services at no cost to The Endowment Fund.
Available notes are an important part of these financial statements

become a Charter Member of The Mountain itself when it was purchased over twenty years ago, I am personally pleased at this opportunity to "get in on the ground floor" of this initiative.

For those with IRAs or other retirement plans, the new rules issued this past January relating to retirement plan distributions, make the task of making a bequest to the Mountain Endowment much simpler. You can name the Mountain Endowment along with your other beneficiaries of your plan, such as other family members, without adverse tax consequences or limiting the flexibility of the remaining beneficiaries. All this requires is filling out a simple and readily available "Change of Beneficiary" form with the custodian of that plan. Of course, naming The Mountain in your will or trust and/or making The Mountain a beneficiary of a life insurance policy remain as excellent methods for leaving assets to the Mountain Endowment.

The Mountain Endowment fund is an important piece of the long-term strategy to ensure the financial viability of The Mountain and its programs far into the future. Gifts and bequests help

increase the principal assets held by the Mountain Endowment Fund, and the resulting income and distributions from that Endowment will serve as a reliable and ongoing source of additional funds for Mountain programs. Endowment income will go a long way towards helping The Mountain create a solid financial foundation, allowing future generations to experience the beauty and wonder of this special place.

The commitment of so many people throughout the years has made The Mountain what it is today—a vibrant community making a difference in this world. It will take our continued commitment to this community to nurture it in the years to come. I know that when Sue and I are gone, we would like our financial and personal legacies to be reflective of that which has been of value to us during our lives. Certainly our three sons figure heavily in that legacy, but so do the institutions which we have been a part of and which reflect our values and hopes. The Mountain is one such institution. I invite you to join me in making The Mountain part of your lasting legacy.

Building an Energizing, Sustainable and Memorable Community

Excerpts from the *Facilities Plan* as prepared by Richard Rothman

Land Use Architect Richard Rothman. FAIA, AICP presented a comprehensive Facilities Plan to Trustees, staff and members in May 2000. Richard, who came to us highly recommended by member Bill Pulgram, not only developed a comprehensive, environmentally ethical facilities plan, he also captured the very essence of The Mountain Retreat & Learning Centers' philosophical approach to management practices and mission fulfillment.

From Richard's report:

- The Mountain is entering a new phase in its evolution as the home of the Retreat Center, Milestone Learning Center, Learning Center for Leadership, and the Residential Community.
- As The Mountain Retreat & Learning Centers (MR&LCs) grows and evolves, it embraces a larger organizational and programmatic vision in order to meet the needs of an ever-changing market and society.
- This larger vision includes:
 - ◆ New and expanded programs that reflect and act on the mission and values
 - ◆ Facilities that meet the programmatic needs, assure accessibility and are built to withstand the harsh weather
 - ◆ Improvements in layout to enhance and support operational safety and efficiency
 - ◆ Housing for long-term residents, volunteers and staff
- The purpose of this plan is to provide specific guidelines for

achieving coordinated growth as changes occur.

Guidelines and techniques outlined in the plan:

- Preserve the wilderness character which defines and enriches our daily experience; pay attention to both building and site plans to incorporate environmental responsibility, energy efficiency, and access to nature
- Build an energizing, sustainable and memorable community that others could, and would want to, replicate:
 - ◆ embracing diversity, promoting a sense of community
 - ◆ encouraging creative thinking and innovation in building and landscape designs
 - ◆ raising social consciousness
 - ◆ increasing understanding of best practices for nature resource conservation and sustainable development.
- Ensure that facilities are made safe and conveniently accessible to physically challenged people
- Contribute to the cultural life and economic strength of the greater community of which MR&LCs is a part

How well the philosophies and goals of MR&LCs are reflected in Richard's plans! He truly incorporates The Mountain Retreat & Learning Centers' ideology, geography, realities and vision; he's articulated a plan that will allow for new ideas, growth and ethical, values-driven expansion.

Financial Advisor's Report to the Board

Jean Findley

I am pleased to report that 2000 was a good year, from a financial perspective, for The Mountain Retreat and Learning Centers, Inc. (The Mountain). Total Assets increased 10% and development revenues kept pace with the prior year's level of gifting—in excess of \$800,000. It's been an exciting year. Programs that we have been nurturing are starting to generate revenue—both Milestone and the Learning Center for Leadership. Other ventures are just beginning—like the Residential Center.

LIQUIDITY AND DEBT

As The Mountain grows at a rapid pace, liquidity and debt are vital areas to monitor. The Mountain's ability to meet immediate obligations (the Current Ratio) and its level of working capital (the Quick Ratio) have both improved by 75%. Current Assets have doubled to \$631,524 while current liabilities have only slightly increased up to \$818,665. This is a result of an increased level of pledging without a similar increase in payables.

In 1999, the Debt-to-Total-Assets Ratio decreased to 83.7%, and in 2000, it decreased slightly to 83.2%. This measure is the percentage of Total Assets financed by debt, and indicates the amount of risk an organization assumes by financial leverage. If we continue to finance new initiatives through donations instead of borrowing, we will continue to improve the strength of our organization.

In contrast to 1999 when our cash increased by year-end, in 2000 our available cash had decreased by year-end.

During the year Operations used \$90,298 more cash than it generated. As a result, we lowered our capital spending and spent less than originally budgeted on fixed assets. We also borrowed \$224,730 of cash to help meet the shortfall. Available cash will be carefully scrutinized during 2001 to ensure the stability of The Mountain. Each member and donor can do their part by paying their pledges on time, if not early.

CAPITAL RESOURCES

Development gifts continued at the pace of 1999. Members and donors are showing through their donations that they believe in the promise of The Mountain. Throughout its twenty-one years, The Mountain has inspired support—and is continuing to do so.

RESULTS OF OPERATIONS

2000 was a record year for operating revenue, increasing to \$1,221,129—a 25.2% increase over the prior year. Mile-

stone tripled its revenue to \$94,950; the Learning Center for Leadership in its first year brought in \$58,593. Senior and Youth Programs had their best year ever, contributing to the increase in revenue for the Mountain Retreat Center.

It was also a record year for operating

expenses, which increased 26.3% over the prior year. Although operating expenses increased at a greater rate than operating revenue, the expense increase was in line with a multi-year plan to bring our wages up to a level with comparable organizations.

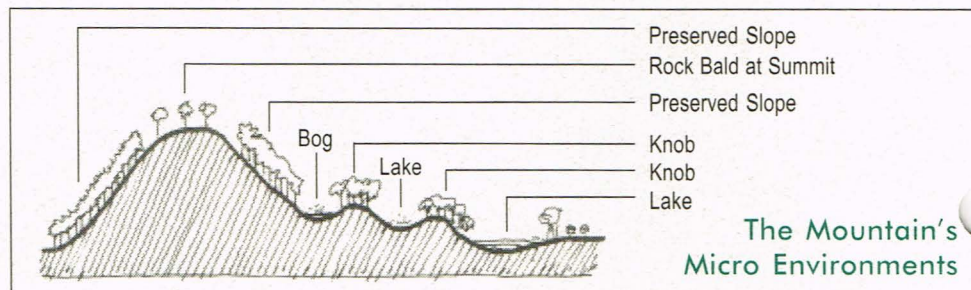
Return on Assets (ROA) is a key measure of how well management is able to make assets work for the organization. For 2000, we had a 2% ROA—not as high as 1999, but exceeding the 1998 and 1997 ROA.

CONCLUSION

It is an exciting journey we are on! And we are keeping close tabs on our finances. Our financial statements were audited for 2000 and we received a "thumbs up"! (For you accounting types, we received a "clean audit.") The only differences the auditor noted were that they show more of our notes payable to members as short-term, whereas we consider them to be long-term because we know that it is usual for our members to renew, forgive, or gift the notes.

The Mountain continues to grow! Pledges are up, enabling The Mountain to know it can meet its immediate obligations. However, availability of cash will be limited by the payment of those pledges. It is essential that emphasis be placed going forward on not only increased pledging levels, but also the timely receipt of pledge payments. Operations will continue to strive to be self-supporting.

The Mountain's ability to meet immediate obligations and its level of working capital have both improved by 75%.



The Mountain Retreat & Learning Centers, Inc.

Financial Report 2000

Neal Resch, Chief Financial Officer

STATEMENTS OF FINANCIAL POSITION

Management Statements Unaudited	Dec. 31, 2000	Dec. 31, 1999
ASSETS		
Cash and cash equivalents	\$ 49,114	\$ 88,000
Donor pledges receivable, net	526,718	194,880
Inventories, net	18,011	14,035
Prepaid expenses	10,385	8,180
Other current assets	27,296	17,407
	<u>631,524</u>	<u>322,502</u>
Property and equipment, net	<u>2,810,478</u>	<u>2,805,692</u>
Total Assets	<u>\$3,442,002</u>	<u>\$3,128,194</u>
LIABILITIES AND NET ASSETS		
Accounts payable	\$ 79,836	\$ 89,884
Accrued expenses & deferred comp.	104,922	84,498
Notes payable-bank	365,000	271,579
Current portion of long-term debt	150,000	160,000
Deferred revenue	118,907	126,461
Other current liabilities	-	763
	<u>818,665</u>	<u>733,185</u>
Long-term debt, less current portion	<u>2,044,274</u>	<u>1,884,710</u>
Total Liabilities	<u>2,862,939</u>	<u>2,617,895</u>
Net Assets:		
Unrestricted	570,175	510,299
Temporarily restricted	8,888	-
Total Net Assets	<u>579,063</u>	<u>510,299</u>
Total Liabilities and Net Assets	<u>\$3,442,002</u>	<u>\$3,128,194</u>



Available notes are an important part of these financial statements

STATEMENTS OF CASH FLOW

Management Statements Unaudited	Year Ended Dec. 31, 2000	Year Ended Dec. 31, 1999
Cash Flows From Operating Activities:		
Change in net assets	\$ 68,764	\$ 217,167
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	114,998	104,751
Gain on sale of fixed assets	-	(23,354)
In-Kind Donations	(21,632)	(31,783)
(Increase) decrease in current assets:		
Donor pledges receivable, net	(331,838)	(40,222)
Inventories, net	(3,976)	4,463
Prepaid expenses	(2,205)	942
Other current assets	(9,889)	(3,142)
Increase (decrease) in current liabilities:		
Accounts payable	(10,048)	8,911
Accrued expenses	20,424	18,720
Current notes payable-bank	93,421	(53,421)
Deferred revenue	(7,554)	61,470
Other current liabilities	(763)	7,137
Net Cash from Operating Activities	<u>(90,298)</u>	<u>271,639</u>
Cash Flows From Investing Activities:		
Proceeds on sale of fixed assets	-	112,500
Purchases of fixed assets	(173,318)	(837,096)
Net Cash from Investing Activities	<u>(173,318)</u>	<u>(724,596)</u>
Cash Flows From Financing Activities:		
Proceeds from borrowings	659,000	766,687
Repayment of debt-bank	(263,830)	(26,616)
Repayment on notes payable	(213,099)	(297,774)
Interest payable	42,659	29,453
Net Cash from Financing Activities	<u>224,730</u>	<u>471,750</u>
Net Increase in Cash	<u>(38,886)</u>	<u>18,793</u>
Cash at Beginning of Year	<u>88,000</u>	<u>69,207</u>
Cash at End of Year	<u>\$ 49,114</u>	<u>\$ 88,000</u>

STATEMENTS OF ACTIVITIES

Management Statements
Unaudited

	Year Ended December 31, 2000				Year Ended Dec. 31, 1999
	Retreat Center	Milestone Center	Learning Center for Leadership	Totals	Totals
Changes in Unrestricted Net Assets:					
REVENUE					
Retreats & Conferences	\$ 362,909	\$ -	\$ -	\$ 362,909	\$ 262,355
Senior Programs	270,969	-	-	270,969	233,745
Youth Programs	262,553	-	-	262,553	243,549
Mountain Design Programs	112,383	-	-	112,383	138,927
Drop In	42,721	-	-	42,721	43,956
Store Margin	7,033	-	-	7,033	4,609
Other	9,018	-	-	9,018	15,902
Milestone	-	94,950	-	94,950	32,371
Learning Center for Leadership	-	-	58,593	58,593	-
Sub-total	1,067,586	94,950	58,593	1,221,129	975,414
Contributions				834,787	853,887
Support from The Endowment Fund				8,628	7,386
Sub-total				843,415	861,273
Gain on sale of fixed assets				-	23,354
Total Unrestricted Revenues	1,067,586	94,950	58,593	2,064,544	1,860,041
Net assets released from restrictions				-	11,067
Total Unrestricted Revenues and Other Support	1,067,586	94,950	58,593	2,064,544	1,871,108
EXPENSES					
Programs:					
Retreats & Conferences	286,552	-	-	286,552	175,032
Senior Programs	237,491	-	-	237,491	189,832
Youth Programs	327,254	-	-	327,254	287,425
Mountain Design Programs	64,120	-	-	64,120	116,689
Drop In	75,872	-	-	75,872	58,344
Milestone	-	153,373	-	153,373	137,473
Learning Center for Leadership	-	-	71,119	71,119	4,995
Total Program Expenses	991,289	153,373	71,119	1,215,781	969,781
Support Services:					
Administration & Board				319,265	245,486
Development				180,233	175,565
Financing/Interest				182,764	147,291
Depreciation, excluding vehicles				106,625	104,751
Total Support Services Expenses				788,887	673,093
Total Expenses				2,004,668	1,642,874
Increase (decrease) in Unrestricted Net Assets				59,876	228,234
Changes in Temporarily Restricted Net Assets:					
Contributions				8,888	-
Net assets released from restrictions				-	(11,067)
Increase (decrease) in Temporarily Restricted Net Assets				8,888	(11,067)
Increase (decrease) in Net Assets				68,764	217,167
Net Assets at Beginning of Year				510,299	293,132
Net Assets at End of Year				\$ 579,063	\$ 510,299

Available notes are an important part of these financial statements