

Board of Trustees
Upper New York Annual Conference of the United Methodist Church

Meeting Minutes

A meeting of the Board of Trustees was held on June 27/28, 2011, at the Conference Offices in Syracuse, the Vice President being in the chair and the Secretary being present

The Vice President determined that a quorum was present and called the meeting to order at 7:17 p.m. Debbie Byers opened the meeting with a devotion (God is Everywhere) and prayer.

Members Present

Patricia Brown	Essie Harding
Steve Butler	Lee Mount
Debbie Byers	Tom Wolfe
Brooke Conklin	
Wendy Deichmann	

Members Excused

John Jackson	Jackie Kraft
--------------	--------------

Ex Officio Members Present

Sherri Mackey	Bill Gottschalk-Fielding
---------------	--------------------------

Others in Attendance

Scott DelConte

Election of Officers

The following persons were nominated for office and elected; Debbie Byers – President, John Jackson – Vice President, Lee Mount – Secretary-Treasurer.

Debbie Byers resumed the chair as President

Insurance Contract

A discussion was held regarding continuing insurance coverage by Philadelphia Insurance and Utica National Insurance (Worker's Comp). **An insurance negotiation team was appointed: John Jackson-Convener, Essie Harding, Sherri Mackey and Tom Clemow.**

Sean Keenan of Walsh Duffield will arrange a meeting of the negotiation team with Philadelphia Insurance to discuss some issues with their service.

Lee Mount moved and Essie Harding seconded that: **We will renew our contract with Philadelphia Insurance for one year subject to further negotiations.** The motion passed.
 Lee Mount moved and Brooke Conklin seconded that: **We will renew our contract with Utica**

National Insurance for workman's compensation insurance for one year. The motion passed.

Elizabeth Proctor Bequest

Tom Wolfe moved and Steve Butler seconded that: We accept with gratitude the bequest of approximately \$16,000 from the Elizabeth Proctor estate for use at Camp Findley. The motion passed.

Administration of Gifts to the Annual Conference

There was discussion on how we administer gifts to the Annual Conference. Tom Wolfe moved and Steve Butler seconded that: **A task force to develop a protocol on how gifts to the Annual Conference are to be administered for approval at our next meeting consisting of Tom Wolfe – Convener, Wendy Deichmann, Debbie Byers and Sherri Mackey.** The motion passed.

Approval of Minutes

The President called for additional corrections to the minutes of the June 7 and June 15 meetings which had been previously distributed to Board members. There were no further corrections and **the President declared the minutes approved as corrected.**

Financial Report

Sherri Mackey gave a report on Conference accounting procedures, funds, progress on combining the account of the former conferences, assessing funds of the Upper New York Annual Conference and a time frame for identifying named funds. The goal is to have a complete picture of Conference funds by the end of September. Sherri's report is Attachment A. The Trustee's budget was also reviewed and is Attachment B. Procedures for expense reimbursement are Attachment C.

Adjournment

The meeting was adjourned at 9:57 pm.

Resumption

The meeting was resumed at 9:00 am. On June 28 with prayer led by Steve Butler.

Funds for Property Management Consultant

Wendy Deichmann moved and Steve Butler seconded: **We will use a portion of the insurance proceeds from the Brainard UMC fire to pay the Property Management Consultant.** The motion passed.

Signage

The need for outdoor signage for the Conference Offices and the Saratoga Regional Office was discussed. We will need the approval of University United Methodist Church for the Conference Offices and local code enforcement approval for both locations.

Steve Butler moved and Lee Mount seconded: **Maidstone Mulenga and Sherri Mackey are appointed to secure appropriate signage for the Conference Offices and the Saratoga Regional Office at a maximum cost of \$3,000. each.** The motion passed.

A Note of Appreciation

The board expressed their appreciation to Tom Clemow for his outstanding service as a Trustee.

Utilization of Building Sale Proceeds

Bill Gottschalk-Fielding presented the current Conference thinking on how to best utilize the net proceeds from the sale of discontinued churches. He suggested that at least three funds be established; New Faith Community Development (approx 50%), Congregational Redevelopment (approx 30%) and Camps and Retreat Ministries (approx 20%)

The Board was in general agreement with this concept but wants to be able to see the total financial picture before making a final decision. Bill will bring a specific proposal to our next meeting.

Property Management Consultant

Tom Clemow gave a report on Start-Up Plans as he begins his work for the Board: early constituent contacts, the work of the consultant, the consultant in partnership with constituent clients and long range projects. His report is Attachment D.

Governance Teams

The Insurance, Property and Investments Governance Teams met briefly. The plans of the Insurance Team were reported above. The Property Team recommended that: **Sherri Mackey and Tom Clemow are appointed to follow up on the process of disposing of un needed furniture in the Endicott office building and to expedite the transfer of archives so that the building can be sold.** This recommendation was approved. The Investment Team reported that requests for proposals have been sent to five investment consultant organizations to be responded to by August 1, 2011. The Investment Team recommended that: **Several non-board members with business and/or financial expertise be asked to work with the team on selecting a financial advisor.** This recommendation was approved.

Trustee Assignments

As we start a new year, three Trustees have left the board creating some gaps in Trustee Assignments. The Board approved by consensus: **The assignment of Trustees as shown on the Trustee Assignments chart, Attachment E, are approved.**

Future Meetings

September 12, 10 am. To 4 pm. At the Conference Center

December 12, 10 am. To 4 pm. At the conference Center

March 12

June 2 or possibly June 3 in conjunction with the Annual Conference

Adjournment

The meeting was adjourned at 12:15 pm.



Lee Mount, Secretary

Attachment A

**UPPER NEW YORK ANNUAL CONFERENCE
BASIC ACCOUNT AND FUND STRUCTURE AND IMPLEMENTATION STEPS
AS OF JUNE 2011**

Segments of an account number

Fund (2 digits) – major division within the set of accounts. Eventually we make these separate self balanced funds in the accounting system.

Source (2 digits) – Refines portions of the fund. In the general fund, allows clearer identification of budget sections and designated reserve sections.

Department (3 digits) – Identifies the responsible team for expenditure/operational management of an account. For example, if the accounts are managed by Youth Ministries, the department code of 562 is used. For trustee, if there is expenditure approval from trustees, a department code of 900 is used.

Account (3 digits) – Identifies the nature of the asset, liability, income or expense to which the account number applies. Asset and liability codes are all under 200, Income accounts are 200 through 299, and Expense accounts are 300 through 999.

Detail (4 digits) – This segment allows very clear differentiation of various funds and or specific sets of activity accounts to isolated. Each endowed fund will have a unique 4 digit detail number and if there is a related income fund for an endowment fund, it will also have a unique 4 digit code. Camps have several codes, districts have several codes, etc.

FUNDS

GENERAL FUND (10)

- Operational Activity including budget activity
- General and operating assets and liabilities
- Net Operating funds including designated reserves
- Pass through funds

TRUSTEE – INVESTMENTS INCLUDING PENSION AND BENEFITS (30 and 40)

- Endowed funds and related activity
- Large benevolence funds and related activity
- Property proceeds and related activity
- Large invested reserves

CAMPS (50)

- Operating activity for each camp
- Operating donations and pass through funds for camps

PLANT FUND (60) (accounting in this fund is not yet finalized pending auditor opinion)

Value of physical assets of UNYAC and accumulated depreciation as appropriate— note that not

all former conferences maintained a plant fund.

GENERAL APPROACH TO COMBINING FORMER CONFERENCE LEDGERS

1. All four former conference books had to be completed through 6/30/2010. Because of decision made prior to 6/30/2010, some activity including camp activity continued to be recorded on the books of the former conferences through 12/31/10. Because only one former Treasurer has provided complete closeout assistance, ensuring completeness of the activity through 6/30/2010 is still in process. (Troy is in process and Sky Lake and Skye Farm are in still in process.)
2. The recorded activity from 7/1/2010 through 12/31/2010 is being reviewed and removed from the former conference books and recorded on the UNY set of accounts. (Troy is still open as are Skye Farm and Sky Lake.)
3. Balance sheet accounts as of 6/30/2010 are transferred to UNY books maintaining as much as possible the same intent of funds in this process as identified by the former conference. IN GENERAL, THIS IS ONLY REQUIRED ON THOSE FUNDS THAT ORIGINALLY CAME WITH DONOR INTENT ATTACHED. FUNDS THAT WERE DESIGNATED FOR A SPECIFIC USE BY A FORMER ANNUAL CONFERENCE ACTION CAN BE DESIGNATED DIFFERENTLY UNDER UNY BY ACTION OF THE UNYAC. The responsible group designation is also being maintained until UNY's organizational structure is more clearly defined. (For example, if the Conference Board of Global Ministries was responsible for a specific fund previously, a department code for CBGM is identified with the accounts brought over to UNY even though UNY has NO formal Board of Global Ministries.) (Troy and WNY still open.)
4. All accounts with balances at 6/30/2011 on WNY and NCNY ledgers required coding to the UNY structure. Troy and Wyoming ledgers and balances required splitting to achieve the proper ratio per the plan of union. (Troy and WNY still in process. NCNY needs coding refined.) In general, coding former conference accounts has been challenging because of inadequate account descriptions, variation in recording approaches, ledger to audited F.S. variations to be reconciled, variation in methods of accounting and recording investments, inadequate accessible fund documentation, significant variations in reporting structures, and no clear definitions of these items and no accounting approaches were established prior to the immediate need of implementation for UNY at 7/1/2011.
5. At the recording of the balances to the books for Troy accounts, final asset transfers will also occur. NOTE: UNY INVESTMENTS AND ACCOUNTS FROM THE FORMER CONFERENCES ARE IN THE NAME OF UNY, BUT STILL RESIDE IN VARIOUS CUSTODIAL ACCOUNTS ACROSS THE STATE. One goal should be to simplify this structure so that accounting and management of the funds is simplified. (INVESTMENT MANAGER SHOULD ASSIST WITH THIS.)
6. Audits of Troy at 6/30, WNY at 6/30, NCNY at 6/30 remain open. Audit of UNY at 12/31 remains open. Wyoming is almost complete with a 12/31 audit. Skye Farm at 12/31 audit is in process. Sky Lake audit at 12/31/2010 is in process. The four camps from WNY and NCNY do not require separate audits because the accounting was an integral part of the Conference accounting.
7. Established balances from 12/31/10 UNY need to be rolled to 2011.
8. Reports writing which captures all funds by "department" number need to be written.
9. Accounting structure is always in constant review and adjustment.
10. Only authorized and identified groups under UNY will be provided financial data.

11. As bank accounts are identified in districts funds are being transferred to UNY and accounting captured whenever possible. Each district will have only a petty cash fund of \$300 for their immediate use. All other bank and investment accounts on the district should be closed and funds transferred to UNY. This transition is slowly taking place.

ACCESSING FUNDS OF THE UNY AC (2011)

Expenditures against existing funds of the Upper New York Annual Conference must be requested in writing by a person authorized to access the named funds.

For teams or groups that have been formally recognized by the UNY AC and the Conference Leadership Team, the chair person and/or other designees for the team will be the only persons authorized to request expenditures from their funds. For teams or groups formed on the districts, only the chair person and/or other designees for that team will be authorized to request expenditures from their funds. Requests should clearly identify the source of the funds to be expended. Expenditures that exceed available funds should not be approved or incurred by a team or committee.

Authorization requires that the names of all committee and or team members be clearly identified to the Treasurer's office and that the officers and/or persons authorizing expenditures for the groups be clearly identified to the Treasurer's office. In some cases, authorization may involve other processes established by the team before payment/expenditure can occur (e.g. scholarship payments would involve an application process, etc. before payment can be made). However, the actual request to disburse should come from the identified committee/team persons.

Expenditure requests must be in writing and should include receipts and/or other appropriate supporting documentation. Negotiation with vendors for services and approval of costs should be between the vendor and the designated person from the team or committee. For Trustees, the named Trustees should be working out these arrangements for their assigned properties. Because vendors often send receipts directly to the Conference office, communication of agreed upon activities should be made to Accounts Payable within the Treasurer's office as things proceed. If an invoice is received from a vendor directly, verification and approval for payment will be sought from the named individual for that team. Generally, payment will not be made without this approval.

For Trustee held properties, often expenditures must be made before a property sale has occurred. Generally, the Treasurer's office will routinely pay the utility and related maintenance costs as arranged by the Trustees on a property without further authorization on a monthly basis. Any non-property assets held in relationship to a Trustee held property, will be used (unless otherwise restricted) to pay for the costs associated with maintaining the property and preparing it for sale. If the expenses exceed these available funds and/or there are no non-property assets available related to the property, expenditures will continue to grow resulting in a negative fund balance around this property. Upon sale of the property, proceeds will need to first go to cover outstanding expenditures on the books. BECAUSE OF THE SLOW BUILDING OF COSTS ASSOCIATED WITH MAINTAINING A PROPERTY LONG TERM WHICH ERODES ANY POTENTIAL FUTURE PROCEEDS, IT IS DESIRABLE TO SELL THE PROPERTIES AS QUICKLY AS POSSIBLE.

The Trustee budgeted funds are used primarily for travel, mileage, and general legal fees. These are accessed in the same manner as all other funds.

TIME FRAME FOR IDENTIFYING NAMED FUNDS (2011)

- What specific information do the Trustees want, in what format, and how frequently?
Information could and should include ALL invested funds whether or not Trustees manage the expenditures from those funds with balances and account numbers AND all funds under Trustee expenditure control with balances and account numbers. Do you want detailed activity with each report or just total increases and decreases? Do you want subtotals by each fund? What other format would provide information in a way that supports the best decision making? Does all information go to all trustees each time?
- Upon completion of the split and true-up of all accounts and investments to date, more accurate balances will be available. In the meantime, reasonable balances to date with fund descriptions can be prepared for _____.
- Suggest that on-going reports be provided at least quarterly.

UPPER NEW YORK ANNUAL CONFERENCE
 TRUSTEE BUDGET
 ACTIVITY THROUGH JUNE 27, 2011

<u>Account Number</u>	<u>Description</u>	<u>Budget</u>	<u>Balance as of 6/27/2011</u>	<u>Variance (under/ over budget)</u>
10-50-900-200-0000	Ministry Share Income	\$ 96,700.00	\$ 11,954.94	\$ (84,745.06)
	Subtotal Income	\$ 96,700.00	\$ 11,954.94	
10-50-900-500-0000	Trustees - Travel	\$ 9,800.00	\$ -	\$ (9,800.00)
10-50-900-530-0000	Trustees-Mileage	\$ 4,900.00	\$ -	\$ (4,900.00)
10-50-900-600-0000	Trustees Office Supplies	\$ -	\$ 145.30	\$ 145.30
10-50-900-605-0000	Trustees Program Supplies	\$ 4,000.00	\$ -	\$ (4,000.00)
10-50-900-635-0000	Trustees - Hospitality/Meeting Expense	\$ -	\$ 2,011.00	\$ 2,011.00
10-50-900-810-0000	Trustee Legal Expense	\$ 78,000.00	\$ 22,663.70	\$ (55,336.30)
	Subtotal Expenses	\$ 96,700.00	\$ 24,820.00	
	Net Income (Expense)	\$ -	\$ (12,865.06)	

Attachment C

UPPER NEW YORK ANNUAL CONFERENCE OF THE UNITED METHODIST CHURCH

POLICY AND PROCEDURE STATEMENT

July 2010 (updated January 2011)

Employee and Volunteer Expense Reimbursement

Expenses for reimbursement must be submitted to the Conference Center for reimbursement in a format prescribed by the Conference Treasurer's office.

Only reasonable, customary, and verifiable expenditures made for the conduct of Conference business will be reimbursed. Receipts for all items submitted must be attached to the request. **Expenses without adequate supporting documentation will not be reimbursed.**

Final determination of which expenses submitted will be reimbursed by the Conference will be made by the Treasurer. All expense reimbursement requests submitted to the Conference for reimbursement must be signed by the supervisor or group's chair as verification of the legitimacy of the expenditure. District Superintendent and Senior Management expenditures will be reviewed by the Treasurer and will not require supervisory approval. Group chair person's expenditure requests may require additional supporting documentation as determined by the Treasurer (e.g. copies of minutes or meeting schedules, etc.).

Requests for reimbursement should be submitted on a monthly basis and, minimally, must be submitted within 90 days after the end of the month in which the expense was incurred. **Any reimbursement requests received after this 90 day window will be returned to the requester and will not be reimbursed.**

Sales Tax: The Conference will NOT reimburse for sales tax included with any expenses submitted for reimbursement. To avoid payment of sales tax when making purchases on behalf of the Conference, individuals should contact Accounts Payable at the Conference office to discuss options. Note: Use of the Conference's tax exempt certificate for purchases is strictly limited to purchases for Conference business. Use for any other purpose is a violation of law.

Credit Cards: The Conference will only issue credit cards to specified employees deemed to be authorized to act on the Conference's behalf for very specific purposes and in specific circumstances. Particularly at the inception of the Upper New York Annual Conference of the United Methodist Church, no credit cards will be issued to non-employees. Payment of Conference credit card billings will be made directly by the Conference. ALL receipts for credit card purchases made by an employee MUST be submitted in a timely manner and on a monthly basis to Accounts Payable so that the bill can be paid in a timely and efficient manner. Expenditures appearing on the credit card bill without matching receipts will be immediately billed to the employee for reimbursement to the Conference. Any amounts paid which include sales tax on the purchases made using the Conference credit card will be billed to the employee or recovered as a reduction on the employee's next reimbursement request.

Mileage - The Conference will reimburse mileage to all Conference employees traveling on Conference business at the IRS defined rate (currently at \$.51 per mile). This rate may from time to time be modified to align with IRS regulations. For this purpose, a Conference employee is defined as all individuals employed and receiving a paycheck directly from the Upper New York Annual Conference.

Employee and Volunteer Expense Reimbursement (July 2010- updated January 2011), cont.

The Conference will reimburse mileage to all volunteers conducting business on behalf of the Conference at the IRS charitable organizations rate (currently at \$.14 per mile). This rate may from time to time be modified to align with IRS regulations.

A record of all miles traveled for business will need to be maintained and submitted with your mileage reimbursement request each month in a format prescribed by the Conference Treasurer's office. For all round trip mileage from one's home to the destination and back home again, the total miles for the trip that can be reimbursed MUST BE reduced by the round trip miles from one's home to one's primary office location and back home.

The Conference will reimburse for basic car rental expenses not to exceed the value of round trip miles at the current applicable IRS mileage rate applicable to the driver.

Meals - The Conference will cap meal expenditures for employees traveling on Conference business as follows:

Breakfast: \$7.00

Lunch: \$15.00

Dinner: \$25.00

To receive breakfast reimbursement, the employee must have started traveling before 7:00 a.m. and to receive dinner reimbursement, travel must have extended beyond 6:30 p.m. All meal receipts should be submitted with the expense request. The Conference will reimburse the actual meal cost or the cap amount for that meal whichever is lower.

The Conference will NOT reimburse for alcohol, tobacco product, or personal entertainment purchases of any kind.

Other reimbursable costs for employees and volunteers might include:

Air fare/Train fare: The Conference has an arrangement with a Travel Agency to be invoiced for airline, bus fare, train fare, etc. Therefore, you are strongly encouraged to make all travel arrangements for Conference business using the Agency or by working in conjunction with Conference staff. Contact Accounts Payable for more information. If airfare or other transportation costs are incurred outside of the use of the Travel Agency, all receipts must be attached to the reimbursement request and reasonable and adequate justification for not using the Agency should be provided.

At all times, it is expected that the person traveling will seek the most cost effective way to complete the travel and to minimize overnight stays whenever possible.

Lodging – Whenever possible, lodging should be scheduled with a hotel with which the Conference has an existing billable relationship. Otherwise, basic room charges can be reimbursed if cost meets earlier criteria for reimbursement. Conference will not reimburse for personal incidental charges on any lodging bill. If such charges appear on any invoice in the Conference name received from a hotel or motel, the Conference will request reimbursement of the Conference by the individual to whom the charges apply.

Group Meals/Hospitality – Whenever possible, catered meals and/or snacks should be arranged in advance of meetings and arrangements made for direct payment by the Conference to the vendor. Otherwise, a request for reimbursement of cost will need to be made to the Conference and require supporting documentation. If the

Employee and Volunteer Expense Reimbursement (July 2010 – updated January 2011), cont.

group decides to collect from group members for the cost of a meal, no reimbursements will be made and no charges should be made to the Conference for that meal expense. Groups are strongly encouraged to share the cost of meeting meals among the group members as a way to minimize these costs for the Conference.

Meeting Space – It is strongly encouraged that all meetings be scheduled to occur at church facilities in order to avoid meeting space costs. If this is unavoidable, rental and/or leasing of meeting space will require a contractual arrangement with the facility. The contract must be reviewed and signed by a senior level Conference agent (i.e. Treasurer, Benefits Officer, Director of Connectional Ministries, or Director of Communications) in advance of any commitment to rent the space. All payments will be made directly to the facility.

Tolls/Parking: When parking or incurring tolls for the purpose of attending a Conference event which an individual is required to attend or at which the individual is expected to make an appearance, the cost will be reimbursed with a proper receipt (or EZ Pass record) attached to the reimbursement request.

All other expenditures: It is expected that employees of the Conference and other individuals buying on behalf of the Conference will expend every effort trying to find reasonable lowest cost options for purchases using vendors that will agree to invoice the Conference directly. In this way, reimbursement to individuals for Conference-related expenditures made out-of-pocket is greatly reduced or completely eliminated.

For situations in which the vendor has no other purchase option except cash or credit card, the Conference office should be contacted by the employee or volunteer to make arrangements to provide the payment upfront in the form of a check/cash OR to charge a Conference held credit card for the purchase.

Purchase of materials or items for Conference use directly from a vendor by a Conference employee or volunteer without attempting to set up a Conference relationship with the vendor may not be reimbursed to the purchaser. All receipts and justification must be attached to the reimbursement request.

Specific purchasing situations and questions should be discussed with Accounts Payable or with the Conference Treasurer if further guidance is needed.

Attachment D

PROPERTY MANAGEMENT CONSULTANT START-UP PLAN ELEMENTS FOR DISCUSSION WITH BOARD OF TRUSTEES June 27-28, 2011

First, allow me to say that I am honored to have the trust and confidence shown in me by the awarding of this contract. I will make every effort to “change hats” gracefully and purposefully!

Second, I want to acknowledge that I am aware of just how easy it would be to “jump on the horse and ride off in every direction.” We have been painfully aware of the number of situations which are requiring direct action at this time. What waits around the corner can only be imagined. The temptation to do everything at once could prove to be a fatal mistake.

So even as I have identified for myself some key projects I want to follow up on personally, I am already at work consulting with those of our constituent team who can help me, and help you, tackle the most urgent projects, and doing so, contribute to a plan for the longer term. The initial group represent on-going conversations in which I have been directly involved through my previous office, and I am eager to bring them to quick resolution, or at least begin a process toward a workable strategy. Many of the correspondents I have shared e-mails and phone calls with are extending themselves above and beyond their former responsibilities all in the hopes that we will take over their concerns. I want to meet them, see the locations, and assure them that by this action, their hopes are finally going to be fulfilled.

I have arranged the following material in terms of those early contacts (which are really on going through this last year), next, the “internal” stuff which speaks to my organizing to get done what you have ask of me, and finally, the “external” stuff which speaks to the consultative process in which I plan to engage with our various constituent clients.

Some fleeting specificity occurs at this stage, but since many of the consultations have only just begun, there is not a lot I want to place before you at this meeting. Rather, I would prefer to hear from you as to what you believe are the “projects” which ought to claim me first. Since each of the constituents listed below is likely to have a different take on that, I plan to hear it all and then suggest a more coherent plan of addressing them, in time-frames that I believe I can manage effectively.

It is my objective to keep the members of the Board fully informed of my activities going forward; to be available to you as you need; and always to be working closely with the President or designee to refine my work. I expect that you continue the process of designating two trustees to each emerging project, so that when action needs to be taken, they are empowered to do so. What should change is that they will not need to assume field-work on any of the projects they relate to. That should be my job on their, and your behalf.

In all relationships which ensue, it is my fervent desire to fully and appropriately demonstrate God’s love to our neighbors even as I work with those neighbors on tough issues. If I cannot fulfill that desire in the way I go about my work you have every right to recall me.

May God bless us on our journey.

Respond to Early Constituent Contacts as Appropriate [List to Date]

- Board of Trustees
- Conference Chancellor
- Niagara Frontier District Office
- NFD District Parsonage
- United Methodist Homes

[Internal: The Work of the Consultant]

Categorize "Scope of Services" as per Contract

- Accountability
- Property Administration
- Property Management
- Insurance
 - Create Record-Keeping Systems
 - Consultant Services Rendered
 - Time and Expense
 - Projects Undertaken
 - Initial Status
 - Plan of Approach
 - Analyze Data
 - Strategies and Recommendations
 - Consultation with Board/President or Agent
 - Implementation as Approved
 - End Results
 - Generate Reports
 - Constituents Served
 - Schedule On-Site Visits/Data Gathering (Example Follows)
 - Van Etten Church (7/?)
 - Camp Asbury and Findley Lake (7/5/11)
 - Niagara Frontier District Parsonage (7/6/11)
 - Muir Drive Conference Center (7/6/11)

[External: The Consultant in Partnership with Constituent Clients]

Consult with Board of Trustees/President (6/27/28)

- Immediate Projects
- Mid-Range Projects
- Long-Range Projects

Consult with Conference Chancellor (6/27/11)

- Immediate Projects
- Mid-range Projects
- Long-Range Projects

Consult with Conference Treasurer (As soon after first Board meeting as feasible)

- Immediate Projects
- Mid-Range Projects

Long-Range Projects

Consult with Area Bishop (June 13, 2011 – as Conference Trustee President)

Cabinet Training (October 14, 2011)

Develop Training Module around “Property Administration Manual”

Consult with Dean of Cabinet

Development of District Committees on Location and Building

Develop Training Module around “Property Administration Manual”

Synthesize and Prioritize by Quarter

Develop Travel Plan

Execute Site Visits

Gather Data

Create Data Base

Analyze Data

Recommendations and Strategies

[Implementation – Consultant or other responsible entity]

Progress Reports

Final Report on Each Project

Submitted to the Upper New York Conference Board of Trustees

June 27-28, 2011

Rev. Thomas A. Clemow (Ret.)

Property Management Consultant

Attachment E

See separate Trustee Assignments dated 6/28/2011