

SFZC Board of Directors Meeting
Minutes
April 20, 2016
City Center

~~Draft~~

Members Present: Larry Bye, Linda Ruth Cutts, Helen Degenhardt, George Kellar, Albert Kutchins, Brian McCaffrey, Dennis McNally, Piper Murakami, Joe Rodriguez, Ed Sattizahn, Mark Schieble, Anna Thorn, Roger Hillyard, Mark Lachman, Margie O'Driscoll, and Fu Schroeder

Officers Present: Susan O'Connell, Rita Cummings, Jordan Thorn, and Jeremy Levie.

Absent: Jon Voss

Minutes of previous meeting approved as edited (Brian moves, Larry seconds)

Development Committee Report and Fund Raising Work Shop

Lisa Hoffman led a fundraising workshop for the Board about the importance of the Board's role in fundraising and the roles that Board members can play in this effort, such as ambassador, advocate, and asker.

The Spring Zen a Thon was a great success, with great development committee and board participation. Fundraising exceeded the goal by more than 10%.

Budget Report and Adoption of 2017 Budget

Helen, Susan, and Jordan presented a budget for FY'17 for adoption by the Board. In the proposed budget, gross revenue is ~\$5.97M and total expenses (including depreciation) are ~\$6.56M. The proposed budget has a positive cash flow of ~\$42K budget.

The budget includes a reduction in health insurance costs based on the adoption of one of three scenarios, which include joining a Large Plan HMO (instead of the current PPO plan), increasing staff benefits contributions (while raising stipends), or lowering % co-pay covered by HRA.

To help lower food costs, two tools are being developed in collaboration with the accounting dept: a program for understanding cost/meal menu planning and a bulk ordering process.

The budget includes increases in income from CC, GGF, Development, and on-line programs.

The members of the finance committee decided (on 4/12/16) to recommend the proposed budget (FY 17) to the board with the following stipulations:

Health Insurance

SFZC will continue efforts to lower health care costs. The existing task force (Shogen, George Kellar, Jordan Thorn, Susan O'Connel) will continue the work to refine and ultimately determine and propose the best option for SFZC.

Accounting

The accounting office will implement a revised "chart of accounts" system and will implement a "statement of changes" in cash flow report by May 2016.

Monthly review of all departments:

SFZC will continue efforts to make monthly reviews of revenue/expense statements by each department mandatory.

Larry moved to approve the budget as proposed. Helen seconded.

In response to a question, it was reported that SFZC's Sangha Project is not included in the FY'17 budget in any way.

A question was asked about depreciation (and why the budget does not include revenue to cover this "expense"). In response, it was explained that SFZC has historically funded capital improvements through special fundraising campaigns rather than through the operations budget.

The Board unanimously approved the proposed budget.

Report on Residential Practice

Susan, Linda G., Linda Cutts gave a presentation on the path of students in and through the training programs that SFZC offers, including entry level apprenticeship programs and the Paths and Gates process.

A current and former Board member shared that the Paths and Gates process was initiated by the Board in response to a concern about people staying on in the community with perhaps the expectation that they could do so for life. This process was also stimulated by the need to create a retirement policy for people who had been at SFZC most of their adult lives.

The Paths and Gates process is continually being refined and recently there has been more consistent follow through. The process seems to be improving as SFZC more clearly defines itself as a collection of training temples. It was reported that the Paths and Gates process is functioning as well as it ever has.

A Board member who is currently in residence reflected that the process is still mysterious to students and is often experienced as intimidating.

In response to a question about the nature of the training that SFZC offers, the Central Abbess related that the training is not specifically for priests and teachers, but is more general bodhisattva training, of which being a priest or teacher is a sub-category.

President's Report

Susan reported that in addition to working on the budget she has been working on the five-year financial plan with the consultants from TDC. More work will be done on this at the May SIT meeting. Thereafter, the SIT meetings will be led by the ELF group.

She has also been working with Robert on SFZC's Sangha Project.

Another high priority and focus for much of Susan's energy is the Zen Inspired Senior Living Project (ZISL). She has been working with marketing professionals to do a survey of interest in ZISL. Susan has been working on collecting mailing lists for the survey. In mid-May the survey close and there will be a design process with architects to generate initial design ideas for the project.

The due diligence process is also moving forward on the property in Sonoma, which would be the site of ZISL. Research is being done on other comparable senior living communities and a proposal is being made to present to a non-profit with whom SFZC might partner. Susan is also working with Ed on a "leadership model" in which SFZC would completely own the project.

Susan has also been engaged in difficult conversations with senior students and has been working on the presidential transition with Linda Galijian.

Abbatial Reports

Central Abbess Eijun Linda Cutts reported that she is cultivating a possible new board member and leading a task force working on curriculum. She has also been participating in the development of the new conflict resolution process, including participating in two day long trainings.

She has been participating in the Abbots Group work on clarifying the location and policy for ashes interment at SFZC. A new site has been designated for ashes interment at GGF. The basic criterion for having ashes interred at SFZC (either at ZMC or GGF) is having been a shuso at SFZC.

There is a request from Sotoshu in Japan to do a major filming project at SFZC for which there is support. The filming would be done in 2016 and will require project management and careful working out of the details.

GGF Abiding Abbess Fuyu Schroeder expressed her deep appreciation for the practice period at ZMC that she just finished leading. It was a wonderful experience, including 65 students, 20 of whom were tangaryo students. She is back at GGF and is moving into a new home.

CC Abiding Abbot Ed Sattizahn reported that the next PP is about to start and is being led by David Zimmerman and Tova Green. Ed is working with Studio Bondy on the CC master planning process. There are a number of new retirees in the city, which is bringing up questions about the retirement process. This will be taken up at the next AEG meeting.

Respectfully submitted,
Jeremy Levie

Secretary