

DRAFT – Subject  
to Approval by  
Board of Trustees



ROCHESTER ZEN CENTER  
A BUDDHIST COMMUNITY

BOARD OF TRUSTEES MEETING

October 25-26, 2014

Minutes recorded by the Secretary.

Unless otherwise noted, all actions of the Board at this meeting were by unanimous vote.

The following were present at the meeting:

- Trustees:* Thomas Kowal (Chair), Kathryn Collina, Cecily Fuhr, Esq., Chris Pulleyn, Thomas Roberts, Esq.
- Officers:* Roshi Bodhin Kjolhede, Abbot and President; Jeanette Prince-Cherry, Vice President; Scott Jennings, Esq., Secretary and Business Manager; Colleen O'Brien, Treasurer (via teleconference)
- Others:* John Pulleyn, Head of Zendo; Ven. Wayman Kubicka, Chapin Mill Caretaker; Eryl Kubicka, Chapin Mill Rental Coordinator and Chair, Workplace Safety Committee; Prof. Donna Kowal, Co-chair, Special Events Committee

- ◆ The Secretary informed the meeting that although the Center's Treasurer, Colleen O'Brien, needed to be in Washington, D.C., for the weekend, she would be participating via teleconference for the financial portion of the agenda. Scott also conveyed the regrets of Trustee Gerardo Gally that pressing business responsibilities in Mexico City precluded his participation in this meeting.
- ◆ Acting pursuant to Article III(C)(2) of the Center's by-laws, the Board ratified and confirmed its previous election (by unanimous written consent) of Tom Roberts as a Trustee to fill the vacancy created by the recent resignation of Scott McDonald from the Board. The Trustees thanked Scott for his six years of service and welcomed Tom back to the Board. Tom's current term as a Trustee will end in May 2017.

- ◆ The Board approved the Business Manager's financial report for the third quarter of 2014, a copy of which is filed with these minutes as Appendix A. Scott noted that both operating revenue and operating expenses at the end of the third quarter were as expected in view of the 2014 budget and past-year, third-quarter financial results. On the income side, total third-quarter operating revenue (\$241,611) was higher than the average for the past five years (\$231,424), but slightly lower than in 2013 (\$248,214). Third-quarter membership contributions (\$96,895) were slightly higher than the third-quarter average for the previous five years (\$93,519), and about the same as in 2013 (\$96,167). However, third-quarter session income (\$37,574) was both lower than the third-quarter average for the past five years (\$40,360) and lower than in 2013 (\$43,243). On the expense side, utility costs at both Arnold Park and Chapin Mill were higher than expected because of this year's unusually long and cold winter in western New York. In addition, garden and grounds expenses at Arnold Park were high due to the cost of major professional tree work, some of which had to be done very close to the buildings. However, cost savings in a number of areas resulted in total expenses remaining within budget as of the end of third quarter. Because of continuing increases in the stock market, the value of the Center's Investment Fund increased by \$23,021 since the beginning of the year, even after the withdrawal of \$42,728 as an operating draw from investments.
- ◆ The members of the Finance Committee, Scott Jennings, Colleen O'Brien, and John Pulleyn, reported to the Board. The Center's investment advisor at Merrill Lynch recently left that firm, and a second Merrill Lynch advisor, Karen Andrushko, with whom the Center has also worked, is now handling our account. The Committee recently met with Ms. Andrushko and reviewed the Center's investment portfolio. Ms. Andrushko reported that the Center's previous advisor had not yet acted upon the Committee's instructions to sell the fossil fuel stocks in our portfolio in order to bring the Center's investments into conformity with the revised ethical-investment policies adopted by the Board at its last meeting. After discussing the mix of assets in the portfolio, the Committee accepted Ms. Andrushko's recommendation that the sale proceeds from the fossil-fuel stocks be invested in "mid-cap" equities in order to give a better balance to the portfolio. (Mid-cap, or middle capitalization, companies are those with a market capitalization between approximately \$2 and \$10 billion.) The Committee will continue to meet quarterly with our advisor in order to manage the Fund's assets in a way that best furthers the Center's long-term investment goals.
- ◆ For tax purposes, the Board ratified and indefinitely continued its prior designation of \$13,350 of the Abbot's annual salary as a clergy housing allowance. The Abbot's total annual salary is currently \$14,550, comprising the following:

|                |  |
|----------------|--|
| \$13,200       | base salary  |
| \$150          | holiday bonus  |
| <u>\$1,200</u> | applied toward health insurance for Roshi's wife (Premium Conversion "Cafeteria" Plan) |
| \$14,550       | total annual salary  |

In addition, the Center provides a car for the Abbot's business and personal use, and the Abbot receives the same medical and retirement benefits as other senior staff members.

- ◆ Having previously determined that the Auckland Zen Centre constitutes an "Approved Organization" within the meaning of the Rochester Zen Center's Guidelines for Funding Foreign Organizations, the Board confirmed and ratified its previous approval of the Business Manager's recommendation that \$6,030 be disbursed from the monies donated to the Rochester Zen Center for the support of approved Auckland Zen Centre projects and activities. Of the requested amount, \$6,000 is for renovations to the Auckland Zen Centre's building, and \$30 for the wire-transfer fee. In taking this action, the Board found that the requested disbursement fulfills the tax-exempt religious purposes of the Rochester Zen Center and satisfies the criteria set forth in the Guidelines. Accordingly, the Board accepted the Business Manager's recommendation that the disbursement be approved.
- ◆ The Business Manager reported to the Board regarding the Center's workers' compensation insurance coverage, which we are required by law to maintain. Our policy had been written by Hartford Insurance, which declined to renew at the end of the policy term. Because workers' compensation insurance premiums are based on payroll and the Center's payroll is so low, any claims are likely to result in medical and other benefit costs that are large in relation to the premiums we pay. Because of this, our insurance agents had difficulty in finding a commercial carrier that was willing to cover us. If Hartford had been willing to renew our policy, the estimated annual premium would have been \$8,856. The only commercial insurer willing to write a policy for us, Utica Mutual, charged us \$10,616. However, Utica Mutual subsequently decided to cancel our new policy after their safety inspector visited and reviewed the Center's operations. According to our agent, the likely reason is that we have so many employees doing manual labor, which is the custom in Zen training. The nature of our operations was probably viewed as creating unacceptable risk, since workers' compensation insurers would generally expect the employees of a church or other religious organization to be mostly desk workers. No other commercial carrier was willing to insure us, so our agent has now placed us with the New York State Insurance Fund, which writes workers' compensation policies for those who cannot get commercial coverage. The total annual premium is now \$14,402.
- ◆ The Board discussed the Business Manager's proposed 2015 budget, a copy of which is filed with these minutes as Appendix B. The proposed 2015 budget of \$483,900 for operating expenses represents a three percent increase from 2014. Scott noted that, despite the increase in budgets for insurance, health care, and total staff compensation, many of the other individual operating expense budgets either remain unchanged or have been reduced.

The 2015 budget for operating revenue is \$395,600, based, inter alia, on conservative projections that 2015 membership contributions will be only slightly higher than in 2013 and that net Chapin Mill rental income will increase by four percent to \$52,000. Inclusion of an expected five percent investment draw of \$60,400 thus results in a projected operating deficit of \$27,900 for 2015. However, were 2015 membership contributions to increase, this operating deficit could be reduced.

Although running an operating deficit of this magnitude for a year likely won't cause the Center serious financial problems, operating deficits obviously aren't sustainable over the long run. Accordingly, the Board discussed the causes of the projected deficit and ways in which it might be reduced or eliminated. The Business Manager noted that the basic cause of the projected deficit is the large number (19) of paid employees we currently have. Since each employee costs the Center a total of between \$11,200 (for starting employees) and \$16,800 (for the most senior employees) per year in health insurance, salary, food, and workers' compensation insurance, the simplest and most certain way to eliminate the operating deficit would be to let the number of employees fall from the current 19 to 16 or 17. Scott also noted that in view of New York State's currently generous Medicaid program, we could consider terminating the Center's health insurance plan, which currently costs the Center more than salary expense. However, he also noted that such a course would be fraught with legal and regulatory pitfalls and should only be considered as a last resort and after thorough review by attorneys with expertise in both Medicaid and employee benefits.

Another way of addressing the projected deficits would be through increasing the Center's income. For example, increasing the Center's endowment from its current value of \$1.2 million to a target level of \$2 million would generate an additional \$40,000 in annual investment income (at a five percent annual draw), thus both eliminating the projected operating deficit and providing some cushion to help fund expected major repair-and-maintenance expenses, such as replacement of the deteriorated roofs on the Buddha Hall and the Chapin Mill farm house. The Board reaffirmed a \$2 million goal for the endowment and directed that the Development and Outreach Committee continue to explore ways of encouraging gifts to the Center's endowment, as well as ways to increase annual giving.

The Board also discussed the possibility of increasing income by renting the Chapin Mill Retreat Center for more days each year, particularly in the winter when the schedule is relatively open. Since our daily rental rate for most new non-member groups will be \$1,400 in 2015, an increase in annual rental days to 60 from the current 50 would result in up to \$14,000 in additional income. The Board, with the Abbot's concurrence, approved increasing the maximum number of annual rental days to 60.

Various participants at the meeting suggested possible additional ways to increase revenues or reduce expenses, such as renting space at Chapin Mill for personal or business retreats, offering meditation instruction in business settings such as corporate wellness programs, or fundamentally restructuring the residential staff and training program. The Board directed the Development and Outreach Committee to explore possible options for increasing income by contacting corporate human resource managers or otherwise making businesses and other organizations more aware of the Center as a resource for meditation instruction. Chris Pulleyn, who is chair of the Committee, will consult with business managers she knows from her work as a trustee of the George Eastman House. The main purpose off all these possible initiatives would be to eliminate the projected operating deficit without the Center's having to cut back the staff training program or defer major building maintenance for so long that significant damage occurs.

At the conclusion of its discussion, the Board approved the proposed 2015 budget. The Board thanked Colleen for participating in the financial portion of the meeting via teleconference from an airport; Colleen thereupon left the meeting.

- ◆ The Board approved the minutes of its May 17-18, 2014, meeting, as submitted by the Secretary on June 7, 2014, and the minutes of the May 24, 2014, Annual Corporate Meeting of Members, as submitted by the Secretary on July 23, 2014. The Board also ratified and confirmed two decisions that it had previously made by unanimous written consent: (1) adoption of a resolution, filed with these minutes as Appendix C, designating signatories for the Center's account at the Genesee Co-op Federal Credit Union; and (2) election, under the provisions of section 54, subdivision 6, of the New York State Workers' Compensation Law, to exclude the following unsalaried executive officers from coverage: Jeanette Prince-Cherry, Vice President, and Colleen O'Brien, Treasurer.
- ◆ The Board amended the Center's by-laws in response to enactment of the New York Non-Profit Revitalization Act of 2013. That Act became effective on July 1, 2014, and amended the New York Not-for-Profit Corporation Law and Religious Corporations Law in ways that affect the governance of the Center. The main provisions of the Act affecting the Center are new rules pertaining to related-party transactions, conflicts of interest, and electronic communications. Scott noted that since the Act is long and complicated, we may need to make additional modifications to the Center's by-laws as we learn more about the details of the Act's requirements and implementation. Scott also noted that since Article XII of the by-laws had to be re-written in response to the Act, the provisions of that Article relating to purchases, contracts, and charitable contributions were also being amended in order to bring them into conformity with the Center's current procedures. The by-law amendments adopted by the Board are filed with these minutes as Appendix D.
- ◆ The Board adopted updated guidelines for affiliate groups. The Board had previously directed that the Business Manager, in consultation with the Abbot and the Head of Zendo, draft proposed revisions to these guidelines, which were badly out of date, having last been revised in 1992. Roshi noted that the Center currently has only one formal affiliate group, the Madison Zen Center in Madison, Wisconsin. The updated affiliate group guidelines are filed with these minutes as Appendix E. Roshi also reported that he and John are working on updated guidelines for affiliate leaders and will circulate those updated guidelines to the trustees and officers.
- ◆ Cecily reported regarding the status of the Cleveland Zazen Group, a sitting group largely composed of Rochester Zen Center members. Cecily has conveyed to the Group's leader, Sangha member Susan Rakow, the Board's concerns relating to the Group's insurance and legal status. Susan has consulted a lawyer as a first step toward addressing the Board's concerns, and Cecily will continue to work with Susan and the Group to resolve these issues.
- ◆ The Board reviewed the membership of the Center's standing committees and task forces. The Board designated Cecily Fuhr as the Sangha-elected Trustee on the Trustee Nominating Committee, which

now comprises Cecily, Roshi, Scott Jennings, Brenda Reeb, and Deborah Zaretsky. The Board added Tom Kowal and Wayman Kubicka to the Columbarium Task Force and designated Wayman and Eryl Kubicka as the Co-chairs of the Task Force, which now comprises Wayman, Eryl, Roshi, Tom, and Chris Pulleyn.

The Chapin Mill Rental Coordinator, Eryl Kubicka, has been consulting with Sangha members Andy Stern and Kit Miller, in setting rental rates for the Chapin Mill Retreat Center. The Board formally created a Chapin Mill Rental Committee with Eryl as the Committee's Chair, and Andy and Kit as the other two members. The Board adopted the following resolution relating to the Committee: "The Chapin Mill Rental Committee shall consist of members appointed by the Board of Trustees. The Committee shall set rental rates for the facilities at Chapin Mill; however, such rates shall be subject to approval and modification by the Board of Trustees. The Committee shall keep the Board informed of any proposed rate changes and of relevant factors relating to the setting of rental rates."

- ◆ Wayman and Eryl Kubicka joined the meeting to report on Chapin Mill. Wayman first reported regarding repair-and-maintenance initiatives and facility improvements. The badly deteriorated roof over the Phase I portion of the Retreat Center has been replaced, the fire-sprinkler system in Phase II upgraded, and the commercial dishwasher's trouble-plagued hot-water booster heater replaced. Both wireless internet access and the telephone connections for the fire alarm system have been improved. The barn and the farm house are being repainted. A number of new energy-efficient windows and storm doors are being installed in the farm house and guest house, and the heating system in the guest house has been repaired. The septic system has been cleaned, the Retreat Center road repaired, the steps to the barn parking lot rebuilt, and the unpaved lane east of the barn repaired using some two tons of gravel. In order to maintain the mill pond and postpone the need for dredging, we've been cutting back the cattails encroaching on the western side of the pond; we've also found an effective way to clean the bottom of the swimming area near the barn without draining the pond. Future projects include repairing the Mill House foundation and the barn floor, improving the insulation of the Retreat Center kitchen, and upgrading surveillance and security systems.

Eryl, who serves as Chapin Mill Rental Coordinator, presented her report on the Chapin Mill rental program. That report is filed with these minutes as Appendix F. Eryl reported that the rental program is doing very well and that eight different groups are renting the Retreat Center this year, with 53 rental days scheduled. In addition, some 50 rental days have already been scheduled for 2015. Eryl noted that with the maximum number of rental days increasing to 60, it will be important to allow the scheduling of rentals up to two years in advance. The Rental Committee has set current daily rental rates for the Retreat Center at \$1,200 for Center-related groups and \$1,300 for other groups. The 2015 rate for new non-member groups will be \$1,400. Eryl also reported that guests report having very favorable impressions of the Retreat Center, the gardens and grounds, and the general experience of staying at Chapin Mill.

Wayman and Eryl also reported that the Chapin Mill vegetable garden has been quite productive this

year. Dan Esler and other staff members have put considerable effort into the project, including work during their free time.

- ◆ Wayman and Eryl, who are Co-chairs of the Columbarium Task Force, presented the Task Force's report, which is filed with these minutes as Appendix G. Wayman reported that by letter dated October 9, 2014, the President of the Genesee County Board of Health, Alan Barcomb, M.D.; the Town of Stafford's Zoning Enforcement Officer, Lester Mullen; and the Town of Stafford's Supervisor, Robert Clement, all indicated that they had no objections to our creation of an area for the placement of cremated remains at Chapin Mill, so long as the project is carried out consistently with the plan that we submitted. Accordingly, the Task Force recommended that the Board and Roshi (1) designate the proposed area to the southeast of the pond as the site for the project and (2) approve the general design concept of contoured terraces, with the ashes of the deceased in containers placed on or within the terraces or terrace walls. Roshi and the Board agreed with these recommendations and approved both the site selection and the general design concept.
- ◆ Eryl, who also serves as Chair of the Workplace Safety Committee, presented the Committee's report, which is filed with these minutes as Appendix H. Since the Committee's last semi-annual report, there have been no injuries or near injuries except for minor kitchen mishaps that could be treated on the spot with a first-aid kit. However, the Committee does now recommend that kitchen workers wear footwear while working, including during sesshin. The Committee has identified a suitable set of short on-line safety courses and will select several relevant courses for Arnold Park and Chapin Mill staff members.
- ◆ Roshi reported to the meeting regarding spiritual affairs. Roshi recently spent the weekend of September 12-14 in Cleveland, where he worked with the Cleveland Zen Group and gave a well-attended public talk titled "Beyond Mindfulness: Zen and the Path to Awakening" at Case Western Reserve University. Earlier this year, Roshi participated in a public question-and-answer session following the sold-out screening of the documentary film "Free the Mind" at the Little Theatre here in Rochester. The film documents the work of University of Wisconsin Professor Richard Davidson in using meditation practice to help both war veterans suffering from post-traumatic stress disorder (PTSD) and children suffering from attention deficit hyperactivity disorder (ADHD).

Roshi next reported regarding affiliates and sister centers. Rick Stirr is currently serving a second term as Affiliate Leader of the Madison Zen Center. Roshi also reported that recently-retired Center staff member Cynthia Seefeld was very happy to be able to attend the 2-day sesshin Roshi recently led in Madison. The Auckland Zen Centre in Auckland, New Zealand, a sister Center led by Sensei Amala Wrightson, now has a permanent home, but must contend with Auckland's very high cost of living. The Zenbuddhistika Samfundet (Zen Buddhist Association) in Scandinavia, Casa Zen in Mexico City, and the Berlin Zen Center in Germany, all sister Centers of the Rochester Zen Center, continue on steady courses. Sensei Kanja Odland, one of the co-leaders of the Zenbuddhistika Samfundet, attended sesshin at Chapin Mill this past spring.

Roshi reported to the Trustees regarding an unfortunate episode last summer involving a residential trainee. The trainee had serious substance-abuse problems that he had not revealed on the Center's training program application. While at the Center he appears to have stolen money and other property from a number of staff members and trainees, as well as from the Center itself. After being removed from the training program, he was subsequently arrested on drug charges and jailed. He is currently in a Salvation Army rehabilitation program. The person's parents were deeply apologetic for their son's behavior, and they made restitution to those, including the Center, whose property had been stolen. Roshi and John will henceforth apply stricter criteria in determining whether an applicant is suitable for residential training. This is especially the case regarding (1) those who are not members of the Rochester Zen Center or another Dharma center, and (2) those who have a history of substance abuse or other serious problems that might recur during intensive residential Zen training.

In view of the financial burden of maintaining a large staff at the Center, Roshi has decided to implement the Trustees' recommendation that on an annual basis he formally evaluate and document each staff member's work performance and contribution to the residential training program. Roshi reported that the fall and winter Term Intensive programs have been very beneficial as a way for out-of-town members to strengthen their connection with the Center in a manner that also strengthens their practice. Finally, Roshi reported that the Center will be hosting the annual meeting of the American Zen Teachers Association (AZTA) at Chapin Mill in the summer of 2015.

- ◆ Donna Kowal, who, along with Debra McDaniel, serves as Co-chair of the Special Events Committee, joined the meeting and reported on behalf of the Committee. Donna's written report is filed with these minutes as Appendix I. The Committee's main focus is currently on plans for the Center's fiftieth anniversary in 2016. The celebration will include events at Arnold Park and Chapin Mill on the weekend of July 3-5, as well as a public concert and a public lecture on other weekends that year. The Committee will soon be creating several task forces to assist with the planning process. In planning for the fiftieth anniversary, the Committee will also coordinate with the Development and Outreach Committee and the Sangha Engagement Committee.
- ◆ The Chair of the Sangha Engagement Committee, Kathy Collina, reported on behalf of that Committee. Kathy's written report is filed with these minutes as Appendix J. The Committee sponsors a number of events, activities, and discussion groups. Among the Committee's continuing activities are the following: a discussion and support group investigating old age, sickness and death from a Buddhist perspective; an annual guest speaker series, which this year saw the return of Dr. Anthony Cerulli, who is Assistant Professor of Religious Studies at Hobart and William Smith Colleges; a discussion group devoted to seeing into and eliminating racism; potluck dinners at the Center; a group that works with Asbury First United Methodist Church to prepare and serve meals for those in need; and participation in the Monroe County Adopt-a-Highway program. This past summer, the Committee also sponsored two poetry workshops. At the Committee's request, the Board authorized



the Head of Zendo to spend up to \$600 from the 2015 teaching expense budget to fund next year's guest speaker series.

- ◆ The Chair of the Development and Outreach Committee, Chris Pulleyn, reported on behalf of the Committee. In order to encourage donors who may wish to contribute to specific projects, the Committee has been working with the Facilities and Sustainable Operations Committee to revise and prioritize the Center's "wish list" of projects, such as the replacement of deteriorated roofs and aging boilers, for which the Center expects to need funding during the next five years. Chris noted that fundraising for major capital projects, as well as for the Center's endowment, needs to be done on a one-on-one basis with potential major donors, rather than solely through a general appeal to the Center's members. Chris also noted that the Committee is working with John on setting up an on-line donation page for the Center's website.

As the Center's fiftieth anniversary in 2016 approaches, Chris has been working with Dr. Anthony Cerulli on the first stages of making a documentary film about the Center. Preliminary plans call for a one-hour film suitable for college-level classroom use. The focus would be on the history of the Rochester Zen Center and its place in American Zen. Chris and Dr. Cerulli have already recorded video interviews with a number of long-time Center members. The next steps in the project will be additional interviews, securing a source of funding, and finding an editor to shape the raw material into a finished form. Chris also reported that Sangha member Rebecca Mendelson, who is a doctoral candidate in religious studies at Duke University, has proposed that Roshi Philip Kapleau's papers, which are currently in the Center's possession, be housed and archived at Duke. Rebecca's academic advisor is supportive of the proposal, and Rebecca notes that D.T. Suzuki's papers, which include correspondence with Kapleau-roshi, are already located at Duke. Bodhin-roshi and the Committee are currently exploring Rebecca's proposal, since there would be a number of advantages to having Kapleau-roshi's papers housed at a major research university such as Duke.

- ◆ Tom Kowal, who is Chairman of the Committee on Facilities and Sustainable Operations, reported to the Board on behalf of the Committee. Tom's written report is filed with these minutes as Appendix K. As Wayman reported, the roof over the Phase I portion of the Chapin Mill Retreat Center has been replaced. Tom noted that our roofing contractors did an excellent job. Committee member Jeanette Prince-Cherry has been working with Chapin Mill staff on developing a MAPP (Maintenance and Preservation Program) book for Chapin Mill. In the year the project has been underway, Jeanette has documented a complete cycle of seasonal periodic maintenance events. Jeanette reported that the project should be finished by the end of this year. Jeanette will then begin work with the Arnold Park repair and maintenance supervisor to update and revise the Arnold Park MAPP book. She will also work with the Center's Business Manager and Bookkeeper to document systems and procedures pertaining to the Center's financial affairs. Finally, Tom noted that of the major repair projects discussed in the Committee's report, the most urgent are rebuilding the floor of the Chapin Mill barn, a project that should be undertaken as soon as possible, and replacing the roof on the Buddha Hall.

- ◆ The Board reviewed the written report submitted on behalf of the Ethics and Advisory Committee by the Committee's Chairman, Tom Roberts. The Committee's report reads as follows: "The Ethics and Advisory Committee meets regularly during the course of the year to discuss issues relating to the Center, with its most recent meeting having taken place last week. We're pleased to report that no complaint has been received by the EAC in the period since its last report to the Board of Trustees."
- ◆ Cecily reported on behalf of the Task Force on Staff Medical and Dental Coverage. Because of the many uncertainties regarding future governmental policies and actions relating to health care and health insurance, the Center will not be making major changes to its health insurance plan at the present time. However, the Task Force remains mindful of the Board's prior authorization to retain and consult, as necessary, with a lawyer having expertise in employee benefits and health insurance in order to explore how best to provide adequate medical and dental care for the Center's staff in the most cost-effective manner, while also complying with applicable legal and regulatory requirements.
- ◆ Scott reported on behalf of the Insurance Task Force. Scott first noted that, apart from workers' compensation insurance, which was discussed earlier in the meeting, the Center's property, liability, and auto insurance are currently written by Selective Insurance. This year, our agents at First Niagara Risk Management bid our insurance out to three other companies as well. In the end, the Selective underwriters were willing to hold their premium increase to a minimum in order to keep our business. Scott also reported that we've almost finished an up-to-date inventory of the Center's art objects. The objects have been photographed and catalogued, and valuations and appraisals have been noted in the inventory. Our First Niagara agents have advised us on the best way to proceed with updating the Center's insurance coverage for such items, and we're currently in the process of implementing those recommendations.
- ◆ The Center's Officers left the meeting, and the Board met in executive session before adjourning for the day.
- ◆ The Board reviewed long-term planning issues. Chris noted that the Board's comprehensive strategic-planning discussion two years ago was structured around the following three questions: (1) Where are we now? (2) Where do we want to be in ten years? (3) What are the most important steps we need to take in order to get from here to there? In addition, at its meeting a year ago the Board discussed and revised its "Decision Matrix" document that describes decision-making processes at the Center with regard to (1) operational and organizational decisions and (2) financial decisions. The Board decided that although no changes to strategic-planning goals or decision-making processes are necessary at the present time, the Board will continue to schedule an hour to review these items on an annual basis.
- ◆ The Board confirmed Saturday and Sunday, May 16 and 17, as the dates for its spring 2015 meeting. Also, the Board tentatively set Saturday and Sunday, October 24 and 25, as the dates for its fall 2015 meeting. The Board thereupon adjourned the meeting.

Submitted to the Board of Trustees on November 7, 2014  
by Scott Jennings, Secretary of the Center.

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ROCHESTER ZEN CENTER  
A BUDDHIST COMMUNITY

# Financial Report Third Quarter 2014

ROCHESTER ZEN CENTER  
SUMMARY OF THIRD QUARTER 2014 FINANCIAL RESULTS

|  | 2014                        |                                | 2013                        |                                |
|--|-----------------------------|--------------------------------|-----------------------------|--------------------------------|
|  | As of<br>September 30, 2014 | 9/30/14 as % of<br>2014 Budget | As of<br>September 30, 2013 | 9/30/13 as % of<br>2013 Budget |
| Year-to-Date Operating Revenue               | \$241,611                   | 61%                            | \$248,214                   | 64%                            |
| Year-to Date Operating Expenses              | <u>\$344,393</u>            | 74%                            | <u>\$335,921</u>            | 72%                            |
| YTD Revenue Less Expenses                    | (\$102,783)                 |                                | (\$87,707)                  |                                |
| YTD Operating Draw from Investments          | <u>\$42,728</u>             |                                | <u>\$40,653</u>             |                                |
| <b>YTD Net Operating Surplus (Loss)</b>      | <b>(\$60,055)</b>           |                                | <b>(\$47,054)</b>           |                                |
| YTD Investment Gain (Loss)                   | \$65,749                    |                                | \$101,780                   |                                |
| YTD Operating Draw from Investments          | <u>(\$42,728)</u>           |                                | <u>(\$40,653)</u>           |                                |
| YTD Net Investment Surplus (Loss)            | \$23,021                    |                                | \$61,128                    |                                |
| YTD Legacies and Special Donations           | <u></u>                     |                                | <u>\$1,500</u>              |                                |
| <b>YTD Total Investment Fund Gain (Loss)</b> | <b>\$23,021</b>             |                                | <b>\$62,628</b>             |                                |

|   | Operating Fund    | Investment Fund     | Held for Others  | Realty and Art<br>(Carried at Cost) | Total               |
|---|-------------------|---------------------|------------------|-------------------------------------|---------------------|
| <b>ASSETS</b>                               |                   |                     |                  |                                     |                     |
| <b>CURRENT ASSETS</b>                       |                   |                     |                  |                                     |                     |
| Cash & Money Market                         | 25,088.84         | 3,695.81            | 12,802.46        | 0.00                                | 41,587.11           |
| Inventories                                 | 5,541.33          | 0.00                | 0.00             | 0.00                                | 5,541.33            |
| Accounts Receivable                         | 2,964.12          | 0.00                | 0.00             | 0.00                                | 2,964.12            |
| Prepaid Expenses                            | 7,934.06          | 0.00                | 0.00             | 0.00                                | 7,934.06            |
| Earmarked Donations (Contra)                | (4,231.45)        | 0.00                | 0.00             | 0.00                                | (4,231.45)          |
| <i>Total Current Assets</i>                 | <i>37,296.90</i>  | <i>3,695.81</i>     | <i>12,802.46</i> | <i>0.00</i>                         | <i>53,795.17</i>    |
| <b>NON-CURRENT ASSETS</b>                   |                   |                     |                  |                                     |                     |
| Non-Equity Investments (At Book)            | 0.00              | 224,905.28          | 0.00             | 0.00                                | 224,905.28          |
| Equity Investments (At Market)              | 0.00              | 949,482.81          | 0.00             | 0.00                                | 949,482.81          |
| Mortgage Loans Outstanding                  | 0.00              | 89,142.69           | 0.00             | 0.00                                | 89,142.69           |
| Depreciable Fixed Assets (Net)              | 249,678.48        | 0.00                | 0.00             | 0.00                                | 249,678.48          |
| Buildings & Land (At Cost)                  | 0.00              | 0.00                | 0.00             | 5,366,162.27                        | 5,366,162.27        |
| Buddhist Art & Implements (At Cost)         | 0.00              | 0.00                | 0.00             | 118,419.07                          | 118,419.07          |
| <i>Total Non-Current Assets</i>             | <i>249,678.48</i> | <i>1,263,530.78</i> | <i>0.00</i>      | <i>5,484,581.34</i>                 | <i>6,997,790.60</i> |
| <b>TOTAL ASSETS</b>                         | <b>286,975.38</b> | <b>1,267,226.59</b> | <b>12,802.46</b> | <b>5,484,581.34</b>                 | <b>7,051,585.77</b> |
| <b>LIABILITIES &amp; EQUITY</b>             |                   |                     |                  |                                     |                     |
| <b>CURRENT LIABILITIES</b>                  |                   |                     |                  |                                     |                     |
| Taxes, Medicare, SS Payable                 | 603.10            | 0.00                | 0.00             | 0.00                                | 603.10              |
| Other Current Liabilities                   | 2,555.00          | 0.00                | 0.00             | 0.00                                | 2,555.00            |
| <i>Total Current Liabilities</i>            | <i>3,158.10</i>   | <i>0.00</i>         | <i>0.00</i>      | <i>0.00</i>                         | <i>3,158.10</i>     |
| <b>LONG-TERM LIABILITIES</b>                |                   |                     |                  |                                     |                     |
| Auckland Zen Centre Fund                    | 0.00              | 0.00                | 12.50            | 0.00                                | 12.50               |
| Abbot's Scholarship Fund                    | 0.00              | 0.00                | 12,789.96        | 0.00                                | 12,789.96           |
| <i>Total Long-Term Liabilities</i>          | <i>0.00</i>       | <i>0.00</i>         | <i>12,802.46</i> | <i>0.00</i>                         | <i>12,802.46</i>    |
| <b>EQUITY</b>                               |                   |                     |                  |                                     |                     |
| »» Year-to-Date Revenues                    | 241,610.75        | 65,749.13           | 0.00             | 0.00                                | 307,359.88          |
| »» (Less Year-to-Date Expenses)             | 344,393.43        | 0.00                | 0.00             | 0.00                                | 344,393.43          |
| » YTD Revenues Less Expenses                | (102,782.68)      | 65,749.13           | 0.00             | 0.00                                | (37,033.55)         |
| » YTD Investment Draw (5% per annum)        | 42,727.70         | (42,727.70)         | 0.00             | 0.00                                | 0.00                |
| Year-to-Date Net Surplus (Loss)             | (60,054.98)       | 23,021.43           | 0.00             | 0.00                                | (37,033.55)         |
| Extraordinary Income & Expenses             | 0.00              | 0.00                | 0.00             | 0.00                                | 0.00                |
| Capitalized from Building Fund              | 0.00              | 0.00                | 0.00             | 1,582.06                            | 1,582.06            |
| Interfund Transfers In (Out)                | 0.00              | 0.00                | 0.00             | 0.00                                | 0.00                |
| Previous Year-End Fund Balances             | 343,872.26        | 1,244,205.16        | 0.00             | 5,482,999.28                        | 7,071,076.70        |
| <i>Total Equity (Current Fund Balances)</i> | <i>283,817.28</i> | <i>1,267,226.59</i> | <i>0.00</i>      | <i>5,484,581.34</i>                 | <i>7,035,625.21</i> |
| <b>TOTAL LIABILITIES &amp; EQUITY</b>       | <b>286,975.38</b> | <b>1,267,226.59</b> | <b>12,802.46</b> | <b>5,484,581.34</b>                 | <b>7,051,585.77</b> |

## ROCHESTER ZEN CENTER

## Income and Expense Statement for the Quarter Ended September 30, 2014

| Account  |                                | 3Q2014 Actual    | 2014 Budget      | % of Budget | 3Q2013 Actual    |
|--|--------------------------------|------------------|------------------|-------------|------------------|
| <b>GENERAL OPERATING FUND - INCOME ACCOUNTS</b>  |                                |                  |                  |             |                  |
|  | Net Item Sales Income          | \$583            | \$1,000          | 58%         | \$425            |
|  | Net Special Events Income      | \$0              | \$0              |             | \$492            |
| 40143G   | Royalty Income                 | \$3,136          | \$6,500          | 48%         | \$4,716          |
| 40150G   | Zen Bow Income                 | \$415            | \$800            | 52%         | \$337            |
| 40151G   | Membership Contributions       | \$96,895         | \$183,000        | 53%         | \$96,167         |
| 4C151G   | CM Operating Donations         | \$27,481         | \$45,000         | 61%         | \$27,660         |
| 40152G   | Workshop Income                | \$11,127         | \$15,000         | 74%         | \$9,475          |
| 40153G   | Training Program Income        | \$5,956          | \$5,000          | 119%        | \$4,474          |
| 4C153G   | CM Training Program Income     | \$0              | \$500            | 0%          | \$0              |
| 40159G   | Buddha Hall Rental Income      | \$10,199         | \$13,500         | 76%         | \$10,148         |
| 4C159G   | Net CM Rental Income           | \$42,142         | \$50,000         | 84%         | \$43,556         |
| 40160/2G   | Misc. Income & Contributions   | \$6,092          | \$12,500         | 49%         | \$6,720          |
| 4C160G   | CM Miscellaneous Income        | \$12             | \$0              |             | \$800            |
| 40161G   | Sesshin Income                 | \$37,574         | \$63,000         | 60%         | \$43,243         |
|  | <b>Total Operating Revenue</b> | <b>\$241,611</b> | <b>\$395,800</b> | <b>61%</b>  | <b>\$248,214</b> |
| <b>GENERAL OPERATING FUND - EXPENSE ACCOUNTS</b> |                                |                  |                  |             |                  |
| 60170G   | Charity Expenses               | \$0              | \$500            | 0%          | \$0              |
| 60171G   | Zen Bow Expenses               | \$4,243          | \$6,000          | 71%         | \$6,168          |
| 60172G   | Teaching Expenses              | \$2,070          | \$5,600          | 37%         | \$3,592          |
| 6C172G   | CM Teaching Expenses           | \$0              | \$200            | 0%          | \$0              |
| 60175G   | Medical & Health Insurance     | \$62,348         | \$71,100         | 88%         | \$59,856         |
| 6C175G   | CM Medical & Health Insurance  | \$12,080         | \$22,900         | 53%         | \$7,930          |
| 60176G   | Staff Salary Expense           | \$45,414         | \$60,100         | 76%         | \$45,748         |
| 6C176G   | CM Staff Salary Expense        | \$9,511          | \$15,000         | 63%         | \$8,313          |
| 60177G   | Kitchen Expenses               | \$34,083         | \$40,000         | 85%         | \$34,505         |
| 6C177G   | CM Kitchen Expenses            | \$5,782          | \$10,000         | 58%         | \$7,155          |
| 60178G   | Housekeeping Expenses          | \$3,280          | \$6,500          | 50%         | \$3,288          |
| 6C178G   | CM Housekeeping Expenses       | \$1,798          | \$3,000          | 60%         | \$1,111          |
| 60179G   | To Staff Departure Fund        | \$14,197         | \$19,300         | 74%         | \$15,972         |
| 6C179G   | CM Staff Departure Fund        | \$3,993          | \$5,400          | 74%         | \$3,993          |
| 60180G   | Misc Administrative Expenses   | \$665            | \$2,000          | 33%         | \$704            |
| 6C180G   | CM Misc Administrative Expense | \$225            | \$100            | 225%        | \$55             |
| 60181G   | Office Expenses                | \$3,286          | \$5,500          | 60%         | \$2,111          |
| 6C181G   | CM Office Expenses             | \$225            | \$500            | 45%         | \$14             |
| 60182G   | Telecommunications Expenses    | \$4,188          | \$5,300          | 79%         | \$5,209          |
| 6C182G   | CM Telecommunications Expenses | \$3,384          | \$3,600          | 94%         | \$2,372          |
| 60183G   | Gas & Electricity Expenses     | \$8,886          | \$8,500          | 105%        | \$7,719          |
| 6C183G   | CM Utility Expenses            | \$14,303         | \$14,000         | 102%        | \$10,077         |
| 60184G   | Repair & Maintenance Expenses  | \$8,697          | \$22,000         | 40%         | \$16,234         |
| 6C184G   | CM Rep & Maintenance Expenses  | \$10,774         | \$17,000         | 63%         | \$11,631         |
| 60186G   | Insurance Expenses             | \$24,682         | \$32,200         | 77%         | \$19,929         |
| 6C186G   | CM Insurance Expenses          | \$14,557         | \$19,000         | 77%         | \$11,265         |
| 60187G   | Fundraising & Advertising Exp. | \$830            | \$2,000          | 42%         | \$1,159          |
| 6C187G   | CM Fundraising & Adv Expenses  | \$0              | \$0              |             | \$0              |
| 60188G   | Garden & Grounds Expenses      | \$3,484          | \$2,700          | 129%        | \$2,235          |
| 6C188G   | CM Garden & Grounds Expenses   | \$3,330          | \$6,000          | 55%         | \$5,646          |
| 60189G   | Library Expenses               | \$269            | \$300            | 90%         | \$99             |
| 60190G   | Automobile Expenses            | \$6,207          | \$10,000         | 62%         | \$8,320          |
| 6C190G   | CM Automobile Expenses         | \$3,764          | \$5,000          | 75%         | \$1,458          |
| 60191G   | Taxes & Municipal Fees         | \$6,066          | \$6,800          | 89%         | \$6,340          |
| 6C191G   | CM Tax & User Fee Expenses     | \$3,341          | \$4,000          | 84%         | \$2,579          |
| 60192G   | Computer Expenses              | \$3,014          | \$3,000          | 100%        | \$2,512          |

## ROCHESTER ZEN CENTER

## Income and Expense Statement for the Quarter Ended September 30, 2014

| Account                                      | 3Q2014 Actual      | 2014 Budget       | % of Budget | 3Q2013 Actual     |
|--|--------------------|-------------------|-------------|-------------------|
| 60193G Banking, PayPal & Crdt Crd Fees       | \$73               | \$0               |             | \$0               |
| 6C192G CM Computer Expenses                  | \$354              | \$500             | 71%         | \$446             |
| 60300G Bad Debt Expense                      | \$0                | \$0               |             | \$0               |
| 60389G Depreciation Expense                  | \$15,273           | \$19,700          | 78%         | \$14,301          |
| 6C389G CM Depreciation Expense               | \$5,715            | \$7,700           | 74%         | \$5,871           |
| 60500G Contingency (Budget Use Only)         |                    | \$5,000           |             |                   |
| <b>Total Operating Expenses</b>              | <b>\$344,393</b>   | <b>\$468,000</b>  | <b>74%</b>  | <b>\$335,921</b>  |
| <b>Operating Revenue Less Expenses</b>       | <b>(\$102,783)</b> | <b>(\$72,200)</b> |             | <b>(\$87,707)</b> |
| 40168G Operating Draw from Investments       | \$42,728           | \$56,400          | 76%         | \$40,653          |
| <b>Total Net Operating Surplus (Loss)</b>    | <b>(\$60,055)</b>  | <b>(\$15,800)</b> |             | <b>(\$47,054)</b> |
| <b>Extraordinary Income &amp; Expenses</b>   | <b>\$0</b>         |                   |             | <b>\$0</b>        |
| <b>CAPITAL EXPENDITURES</b>                  |                    |                   |             |                   |
| 15000G Furniture and Fixtures                | \$0                |                   |             | \$938             |
| 15100G Equipment and Computers               | \$953              |                   |             | \$0               |
| 15200G Motor Vehicles                        | \$8,179            |                   |             | \$8,235           |
| Non-CM Capital Expenditures                  | \$9,132            | \$13,179          | 69%         | \$9,173           |
| 1C500G CM Capital Expenditures               | \$8,936            | \$12,708          | 70%         | \$2,040           |
| <b>Total Capital Expenditures</b>            | <b>\$18,068</b>    | <b>\$25,887</b>   | <b>70%</b>  | <b>\$11,213</b>   |
| <b>INVESTMENT FUND</b>                       |                    |                   |             |                   |
| 40167I ML Equity YTD Gain (Loss)             | \$58,870           |                   |             | \$96,773          |
| 40168I Interest Income (IF)                  | \$6,870            |                   |             | \$4,993           |
| 40170I Other Income (IF)                     | \$10               |                   |             | \$14              |
| 40181I W&R YTD Gain (Loss)                   | \$0                |                   |             | \$0               |
| Gross Investment Income                      | \$65,749           |                   |             | \$101,780         |
| 60168I Operating Draw from Investments       | (\$42,728)         |                   |             | (\$40,653)        |
| Investment Income Less Draw                  | \$23,021           |                   |             | \$61,128          |
| 40155I Legacies & Special Donations          | \$0                |                   |             | \$1,500           |
| <b>Total Net Investment Fund Gain (Loss)</b> | <b>\$23,021</b>    |                   |             | <b>\$62,628</b>   |



**ROCHESTER ZEN CENTER**  
**Past-Year Comparison – September 30, 2014**

|   | 30-Sep-14        | 3Q Average<br>2009-2013 | 30-Sep-13       | 30-Sep-12       | 30-Sep-11       | 30-Sep-10       | 30-Sep-09       |
|---|------------------|-------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>GENERAL OPERATING FUND – INCOME</b>    |                  |                         |                 |                 |                 |                 |                 |
| Net Item Sales Income                     | 583              | 774                     | 425             | 934             | 974             | 512             | 1,025           |
| Net Special Events Income                 | 0                | (1,829)                 | 492             | 316             | (5,310)         | (7,929)         | 3,288           |
| 40143G Royalty Income                     | 3,136            | 4,194                   | 4,716           | 3,234           | 4,844           | 5,112           | 3,065           |
| 40150G Zen Bow Income                     | 415              | 436                     | 337             | 627             | 237             | 475             | 503             |
| 40151G Membership Contributions           | 96,895           | 93,519                  | 96,167          | 92,806          | 92,751          | 83,439          | 102,433         |
| 4C151G CM Operating Donations             | 27,481           | 30,349                  | 27,660          | 29,084          | 30,454          | 32,655          | 31,893          |
| 40152G Workshop Income                    | 11,127           | 10,833                  | 9,475           | 11,470          | 13,500          | 11,565          | 8,157           |
| 40153G Training Program Income            | 5,956            | 3,285                   | 4,474           | 3,905           | 2,985           | 3,430           | 1,630           |
| 4C153G CM Training Program Income         | 0                | 77                      | 0               | 300             | 0               | 15              | 70              |
| 40159G Buddha Hall Rental Income          | 10,199           | 9,688                   | 10,148          | 9,912           | 9,576           | 9,489           | 9,315           |
| 4C159G Net CM Rental Income               | 42,142           | 31,356                  | 43,556          | 34,545          | 32,977          | 30,777          | 14,923          |
| 40160/2G Misc. Income & Contributions     | 6,092            | 8,202                   | 6,720           | 5,864           | 9,149           | 7,362           | 11,914          |
| 4C160G CM Miscellaneous Income            | 12               | 180                     | 800             | 100             | 0               | 0               | 0               |
| 40161G Sesshin Income                     | 37,574           | 40,360                  | 43,243          | 42,096          | 41,274          | 39,766          | 35,419          |
| <b>Total YTD Operating Income</b>         | <b>241,611</b>   | <b>231,424</b>          | <b>248,214</b>  | <b>235,192</b>  | <b>233,411</b>  | <b>216,668</b>  | <b>223,635</b>  |
| Percentage of full-year actual total      | 61% of budget    | 63%                     | 64%             | 63%             | 63%             | 59%             | 64%             |
| <b>GENERAL OPERATING FUND – EXPENSES</b>  |                  |                         |                 |                 |                 |                 |                 |
| 60170G Charity Expenses                   | 0                | 168                     | 0               | 0               | 0               | 840             | 0               |
| 60171G Zen Bow Expenses                   | 4,243            | 4,395                   | 6,168           | 2,864           | 5,179           | 3,621           | 4,145           |
| 60172G Teaching Expenses                  | 2,070            | 4,512                   | 3,592           | 1,206           | 1,812           | 11,183          | 4,766           |
| 6C172G CM Teaching Expenses               | 0                | 64                      | 0               | 153             | 166             | 0               | 0               |
| 60175G Medical & Health Insurance         | 62,348           | 47,982                  | 59,856          | 49,734          | 39,456          | 39,828          | 51,036          |
| 6C175G CM Medical & Health Insurance      | 12,080           | 9,072                   | 7,930           | 10,485          | 9,692           | 7,655           | 9,597           |
| 60176G Staff Salary Expense               | 45,414           | 39,903                  | 45,748          | 38,202          | 37,564          | 37,399          | 40,603          |
| 6C176G CM Staff Salary Expense            | 9,511            | 6,804                   | 8,313           | 7,079           | 6,536           | 6,380           | 5,713           |
| 60177G Kitchen Expenses                   | 34,083           | 26,937                  | 34,504          | 27,404          | 25,020          | 22,697          | 25,061          |
| 6C177G CM Kitchen Expenses                | 5,782            | 5,128                   | 7,155           | 4,655           | 5,645           | 3,883           | 4,302           |
| 60178G Housekeeping Expenses              | 3,280            | 3,885                   | 3,288           | 4,364           | 2,221           | 4,377           | 5,176           |
| 6C178G CM Housekeeping Expenses           | 1,798            | 1,521                   | 1,111           | 2,221           | 1,306           | 1,006           | 1,961           |
| 60179G To Staff Departure Fund            | 14,197           | 11,353                  | 15,972          | 10,204          | 10,075          | 9,206           | 11,307          |
| 6C179G CM Staff Departure Fund            | 3,993            | 3,128                   | 3,993           | 3,549           | 3,217           | 2,995           | 1,886           |
| 60180G Misc Administrative Expenses       | 665              | 1,152                   | 704             | 819             | 825             | 2,708           | 705             |
| 6C180G CM Misc Administrative Expense     | 225              | (9)                     | 55              | (100)           | 0               | 0               | 0               |
| 60181G Office Expenses                    | 3,286            | 4,087                   | 2,111           | 4,333           | 5,358           | 4,140           | 4,495           |
| 6C181G CM Office Expenses                 | 225              | 215                     | 14              | 312             | 216             | 387             | 145             |
| 60182G Telecommunications Expenses        | 4,188            | 4,043                   | 5,209           | 4,112           | 3,496           | 3,752           | 3,644           |
| 6C182G CM Telecommunications Expenses     | 3,384            | 2,800                   | 2,372           | 2,835           | 2,913           | 2,726           | 3,155           |
| 60183G Gas & Electricity Expenses         | 8,886            | 7,876                   | 7,719           | 4,942           | 7,855           | 9,863           | 9,001           |
| 6C183G CM Utility Expenses                | 14,303           | 12,324                  | 10,077          | 9,115           | 11,381          | 14,746          | 16,299          |
| 60184G Repair & Maintenance Expenses      | 8,697            | 15,767                  | 16,101          | 22,552          | 16,980          | 13,657          | 9,544           |
| 6C184G CM Rep & Maintenance Expenses      | 10,774           | 12,387                  | 11,631          | 14,901          | 15,942          | 6,311           | 13,150          |
| 60186G Insurance Expenses                 | 24,682           | 21,396                  | 19,929          | 23,756          | 23,190          | 20,655          | 19,448          |
| 6C186G CM Insurance Expenses              | 14,557           | 12,402                  | 11,265          | 13,630          | 13,782          | 11,843          | 11,488          |
| 60187G Fundraising & Advertising Exp.     | 830              | 669                     | 1,159           | 1,100           | 660             | 225             | 200             |
| 6C187G CM Fundraising & Adv Expenses      | 0                | 0                       | 0               | 0               | 0               | 0               | 0               |
| 60188G Garden & Grounds Expenses          | 3,484            | 2,919                   | 2,235           | 1,629           | 6,945           | 2,525           | 1,261           |
| 6C188G CM Garden & Grounds Expenses       | 3,330            | 4,050                   | 5,646           | 5,175           | 2,260           | 5,241           | 1,926           |
| 60189G Library Expenses                   | 269              | 32                      | 99              | 0               | 0               | 67              | (5)             |
| 60190G Automobile Expenses                | 6,207            | 12,218                  | 8,320           | 14,935          | 11,863          | 15,143          | 10,827          |
| 6C190G CM Automobile Expenses             | 3,764            | 1,843                   | 1,458           | 2,123           | 1,925           | 2,311           | 1,395           |
| 60191G Taxes & Municipal Fees             | 6,066            | 6,031                   | 6,340           | 5,894           | 5,964           | 5,890           | 6,064           |
| 6C191G CM Tax & User Fee Expenses         | 3,341            | 2,473                   | 2,579           | 2,748           | 1,711           | 2,665           | 2,660           |
| 60192G Computer Expenses                  | 3,014            | 1,712                   | 2,512           | 1,637           | 874             | 1,804           | 1,732           |
| 6C192G CM Computer Expenses               | 354              | 239                     | 446             | 117             | 89              | 200             | 345             |
| 60193G Banking, PayPal & Crdt Crd Fees    | 73               |                         |                 |                 |                 |                 |                 |
| 60300G Bad Debt Expense                   | 0                | 0                       | 0               | 0               | 0               | 0               | 0               |
| 60389G Depreciation Expense               | 15,273           | 11,302                  | 14,301          | 12,425          | 10,532          | 9,289           | 9,963           |
| 6C389G CM Depreciation Expense            | 5,715            | 6,471                   | 5,871           | 7,041           | 5,974           | 5,862           | 7,606           |
| <b>Total YTD Operating Expenses</b>       | <b>344,393</b>   | <b>309,248</b>          | <b>335,786</b>  | <b>318,149</b>  | <b>298,623</b>  | <b>293,081</b>  | <b>300,601</b>  |
| Percentage of full-year actual total      | 74% of budget    | 74%                     | 72%             | 75%             | 74%             | 74%             | 75%             |
| <b>YTD Operating Income Less Expenses</b> | <b>(102,783)</b> | <b>(77,824)</b>         | <b>(87,572)</b> | <b>(82,957)</b> | <b>(65,212)</b> | <b>(76,413)</b> | <b>(76,966)</b> |
| 40168G Operating Draw from Investments    | 42,728           | 36,479                  | 40,653          | 38,681          | 37,657          | 34,619          | 30,788          |
| <b>Total Net Operating Surplus (Loss)</b> | <b>(60,055)</b>  | <b>(41,345)</b>         | <b>(46,920)</b> | <b>(44,277)</b> | <b>(27,555)</b> | <b>(41,794)</b> | <b>(46,177)</b> |

ROCHESTER ZEN CENTER  
Past-Year Comparison – September 30, 2014

|   | 30-Sep-14     | 3Q Average<br>2009-2013 | 30-Sep-13      | 30-Sep-12      | 30-Sep-11       | 30-Sep-10     | 30-Sep-09      |
|---|---------------|-------------------------|----------------|----------------|-----------------|---------------|----------------|
| <b>CAPITAL EXPENDITURES</b>             |               |                         |                |                |                 |               |                |
| 15000G Furniture and Fixtures           | 0             | 16,994                  | 938            | 31,344         | 4,111           | 47,515        | 1,064          |
| 15100G Equipment and Computers          | 953           | 3,475                   | 0              | 5,209          | 9,031           | 1,068         | 2,065          |
| 15200G Motor Vehicles                   | 8,179         | 2,262                   | 8,235          | 0              | 0               | 3,073         | 0              |
| 1C500G CM Capital Expenditures          | 8,936         | 9,014                   | 2,040          | 32,831         | 6,831           | 2,911         | 457            |
| <b>Total YTD Capital Expenditures</b>   | <b>18,068</b> | <b>31,745</b>           | <b>11,213</b>  | <b>69,384</b>  | <b>19,973</b>   | <b>54,567</b> | <b>3,587</b>   |
| <b>INVESTMENT FUND</b>                  |               |                         |                |                |                 |               |                |
| 40167I ML Equity YTD Gain (Loss)        | 58,870        | 65,171                  | 96,773         | 121,271        | (38,561)        | 34,390        | 111,983        |
| 40168I Interest Income (IF)             | 6,870         | 8,965                   | 4,993          | 8,945          | 9,400           | 11,764        | 9,723          |
| 40170I Other Income (IF)                | 10            | 43                      | 14             | 75             | 46              | 77            | 0              |
| 40181I W&R YTD Gain (Loss)              | 0             | 37                      | 0              | 73             | (135)           | 87            | 162            |
| <b>Gross YTD Investment Fund Income</b> | <b>65,749</b> | <b>74,216</b>           | <b>101,780</b> | <b>130,365</b> | <b>(29,250)</b> | <b>46,318</b> | <b>121,867</b> |
| 60168I Operating Draw from Investments  | (42,728)      | (36,479)                | (40,653)       | (38,681)       | (37,657)        | (34,619)      | (30,788)       |
| <b>Net Investment Fund Gain (Loss)</b>  | <b>23,021</b> | <b>37,737</b>           | <b>61,128</b>  | <b>91,684</b>  | <b>(66,907)</b> | <b>11,699</b> | <b>91,079</b>  |
| 40155I Legacies & Special Donations     | 0             | 300                     | 1500           | 0              | 0               | 0             | 0              |
| <b>Total YTD Endowment Fund Change</b>  | <b>23,021</b> | <b>38,037</b>           | <b>62,628</b>  | <b>91,684</b>  | <b>(66,907)</b> | <b>11,699</b> | <b>91,079</b>  |

## ROCHESTER ZEN CENTER INVESTMENT FUND – September 30, 2014

| <i>Account</i>               | <i>Instrument</i>                       | <i>As Carried on Balance Sheet</i> |             | <i>Market Value</i> | <i>Cost Basis</i> | <i>Gain (Loss)</i> | <i>Annual Return on Basis</i> | <i>Est. Annual Fixed Income</i> |
|------------------------------|---|------------------------------------|-------------|---------------------|-------------------|--------------------|-------------------------------|---------------------------------|
| 14052I                       | Equity Investments*                     | <i>At Market</i>                   |             |                     |                   |                    |                               |                                 |
|                              | Merrill Lynch Equities Account**        | \$949,483                          |             | \$949,483           | \$367,231         | \$582,252          |                               |                                 |
|                              | IF Equities                             | \$949,483                          | 75%         | \$949,483           | \$367,231         | \$582,252          |                               |                                 |
| 10006I                       | Cash & Money Market                     |                                    |             |                     |                   |                    | <i>Current Int Rate</i>       |                                 |
|                              | IF Share of Money Market Funds & Cash   | \$3,696                            |             | \$3,696             | \$3,696           |                    | 0.03%                         | \$1                             |
|                              | IF Cash & Money Market                  | \$3,696                            | 0%          | \$3,696             | \$3,696           |                    | 0.03%                         | \$1                             |
| 13200I                       | Fixed-Income Investments                | <i>Cost Basis</i>                  |             |                     |                   |                    | <i>Crrnt Rtrn on Basis</i>    |                                 |
|                              | Merrill Lynch Fixed-Income Account***   | \$224,905                          |             | \$234,120           | \$224,905         | \$9,215            | 3.52%                         | \$7,917                         |
|                              | Total Fixed-Income Investments          | \$224,905                          | 18%         | \$234,120           | \$224,905         | \$9,215            | 3.52%                         | \$7,917                         |
| 14100I                       | Loans                                   | <i>Outstanding</i>                 |             |                     | <i>Original</i>   |                    | <i>Loan Rate</i>              |                                 |
|                              | Zengården Mtg Loan (variable %) 3/31/25 | \$78,218                           |             |                     | \$135,637         |                    | 2.92%                         | \$2,214                         |
|                              | Mdsn ZC Mtg Loan 5.08% 7/31/18          | \$10,925                           |             |                     | \$35,739          |                    | 5.08%                         | \$494                           |
| 14106I                       | Total Loans                             | \$89,143                           | 7%          |                     | \$171,376         |                    |                               | \$2,707                         |
| <b>Investment Fund Total</b> |   | <b>\$1,267,227</b>                 | <b>100%</b> |                     |                   |                    |                               | <b>\$10,626</b>                 |

\* Donated equities that do not meet the Center's ethical investment criteria must be sold by the Center's Finance Committee within one year

\*\*The ML equities account currently includes \$79,131 in uninvested cash held in the ML bank deposit program

\*\*\*The ML fixed-income account currently includes \$32,939 in uninvested cash held in the ML bank deposit program

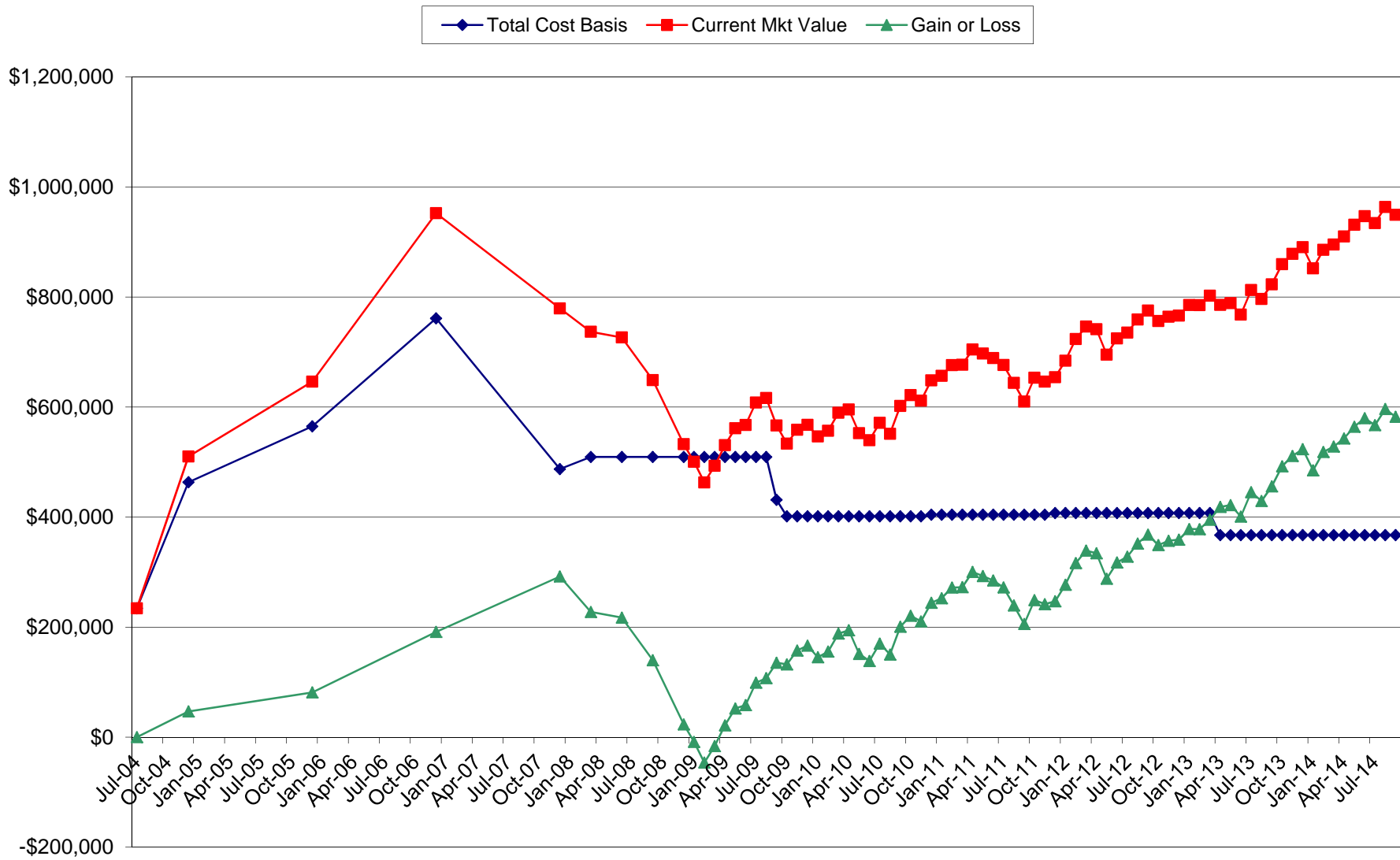
## Rochester Zen Center – Investment Fund Asset Allocation and Cash Position as of September 30, 2014

| <b><i>Investment Fund Asset Allocation</i></b>         | <b>As Stated on Balance Sheet</b> |      | <b>Adjusted for Uninvested Cash Held with Equities and Fixed-Income Investments</b> |      |
|--|-----------------------------------|------|---|------|
| Equity Investments                                     | \$949,483                         | 75%  | \$870,352   | 69%  |
| Fixed-Income Investments<br>(Including Mortgage Loans) | \$314,048                         | 25%  | \$281,109   | 22%  |
| Cash (Money Market)                                    | \$3,696                           | 0%   | \$115,766   | 9%   |
| Total  | <u>\$1,267,227</u>                | 100% | <u>\$1,267,227</u>  | 100% |

***Available cash (money market) holdings in all the Center's funds:***

|   |                         |
|---|-------------------------|
| General Operating Fund (Adjusted for Uncleared Checks)                          | \$25,089                |
| Funds Held for Others   | \$12,802                |
| Investment Fund   | <u>\$115,766</u>        |
| <b><i>Total available cash (money market) held by Center as of 3/31/14:</i></b> | <b><i>\$153,657</i></b> |

### Merrill Lynch Equity Account



Abbot's Scholarship Fund  
Summary for Second and Third Quarters 2014

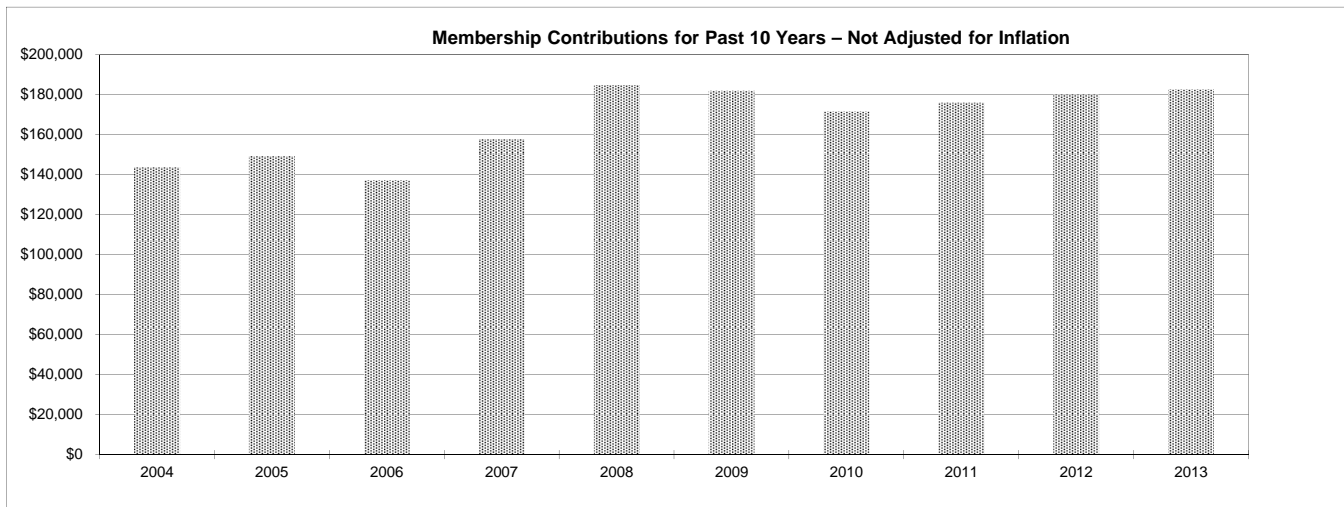
|                                 |                |                  |
|---------------------------------|----------------|------------------|
| <b>Beginning balance 4/1/14</b> |                | <b>\$11,088</b>  |
| Contributions to Fund           | \$3,300        |                  |
| Interest income                 | <u>\$22</u>    |                  |
| <b>Total fund income</b>        | <b>\$3,322</b> | <b>\$3,322</b>   |
| Training fees                   | \$0            |                  |
| Sesshin fees                    | <u>\$1,620</u> |                  |
| <b>Total fund disbursements</b> | <b>\$1,620</b> | <b>(\$1,620)</b> |
| <b>Ending balance 9/30/14</b>   |                | <b>\$12,790</b>  |

Auckland Zen Centre Fund  
Summary for Second and Third Quarters 2014

|  |                |                  |
|--|----------------|------------------|
| <b>Beginning balance 4/1/14</b>                                |                | <b>\$2,256</b>   |
| Contributions to Fund  | \$3,780        |                  |
| Interest income  | <u>\$7</u>     |                  |
| <b>Total fund income</b>                                       | <b>\$3,787</b> | <b>\$3,787</b>   |
| Disbursement to AZC toward purchase and renovation of building | \$6,000        |                  |
| Wire transfer fee  | <u>\$30</u>    |                  |
| <b>Total fund disbursements</b>                                | <b>\$6,030</b> | <b>(\$6,030)</b> |
| <b>Ending balance 9/30/14</b>                                  |                | <b>\$13</b>      |

Rochester Zen Center  
2015 Budget, Proposed October 2014 – Income

| ACCOUNT                               | 2015<br>Budget   | 2014<br>Budget   | 2013<br>Actual   | 2012<br>Actual   | 2011<br>Actual   | 2010<br>Actual   | 2009<br>Actual   |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Net Item Sales Income                 | \$1,000          | \$1,000          | \$821            | \$1,251          | \$2,035          | \$878            | \$1,401          |
| Net Special Events Income             | \$0              | \$0              | \$601            | \$316            | (\$5,551)        | (\$7,148)        | \$3,288          |
| 40143G Royalty Income                 | \$6,500          | \$6,500          | \$7,323          | \$5,662          | \$7,189          | \$8,348          | \$6,715          |
| 40150G Zen Bow Income                 | \$600            | \$800            | \$377            | \$627            | \$277            | \$835            | \$603            |
| 40151G Membership Contributions       | \$185,000        | \$183,000        | \$182,649        | \$180,040        | \$176,032        | \$171,554        | \$181,969        |
| 40152G Workshop Income                | \$15,000         | \$15,000         | \$13,213         | \$16,145         | \$16,150         | \$14,590         | \$10,647         |
| 40153G Training Program Income        | \$6,000          | \$5,000          | \$5,280          | \$4,605          | \$3,825          | \$3,690          | \$3,360          |
| 40159G Buddha Hall Rental Income      | \$13,500         | \$13,500         | \$13,544         | \$12,941         | \$12,912         | \$12,681         | \$12,420         |
| 40160/2G Miscellaneous Income         | \$12,500         | \$12,500         | \$12,448         | \$12,930         | \$13,745         | \$13,904         | \$12,868         |
| 40161G Sesshin Income                 | \$63,000         | \$63,000         | \$65,447         | \$63,715         | \$63,659         | \$59,049         | \$48,685         |
| Net CM Rental Income                  | \$52,000         | \$50,000         | \$58,507         | \$49,269         | \$40,490         | \$42,290         | \$25,355         |
| 4C151G CM Misc. Deductible Contribtns | \$40,000         | \$45,000         | \$38,800         | \$39,141         | \$40,514         | \$43,835         | \$43,318         |
| 4C153G CM Training Program Income     | \$200            | \$500            | \$0              | \$300            | \$15             | \$15             | \$70             |
| 4C160G CM Miscellaneous Income        | \$300            | \$0              | \$800            | \$100            | \$0              | \$0              | \$0              |
| <b>Total Operating Revenue</b>        | <b>\$395,600</b> | <b>\$395,800</b> | <b>\$399,810</b> | <b>\$387,041</b> | <b>\$371,293</b> | <b>\$364,520</b> | <b>\$350,698</b> |





Rochester Zen Center  
2015 Budget, Proposed October 2014 – Expenses

| ACCOUNT                                   | 2015<br>Budget    | 2014<br>Budget    | 2013<br>Actual    | 2012<br>Actual    | 2011<br>Actual    | 2010<br>Actual    | 2009<br>Actual    |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Arnold Park</b>                        |                   |                   |                   |                   |                   |                   |                   |
| 60170G Charity Expenses                   | \$500             | \$500             | \$719             | \$0               | \$442             | \$1,321           | \$500             |
| 60171G Zen Bow Expenses                   | \$6,000           | \$6,000           | \$6,368           | \$4,452           | \$9,561           | \$3,939           | \$6,314           |
| 60172G Teaching Expenses                  | \$3,500           | \$5,600           | \$4,059           | \$2,071           | \$1,924           | \$11,768          | \$9,617           |
| 60175G Medical & Health Insurance         | \$83,800          | \$71,100          | \$78,102          | \$66,426          | \$52,654          | \$53,878          | \$69,021          |
| 60176G Staff Salary Expense               | \$68,300          | \$60,100          | \$63,210          | \$55,481          | \$51,688          | \$52,896          | \$56,209          |
| 60177G Kitchen Expenses                   | \$43,000          | \$40,000          | \$43,424          | \$38,401          | \$33,349          | \$31,125          | \$31,820          |
| 60178G Housekeeping Expenses              | \$6,000           | \$6,500           | \$4,896           | \$6,853           | \$3,605           | \$5,639           | \$6,934           |
| 60179G 403(b) Retirement Plan             | \$21,200          | \$19,300          | \$21,629          | \$17,081          | \$13,070          | \$12,866          | \$14,634          |
| 60180G Misc Administrative Expenses       | \$1,500           | \$2,000           | \$1,471           | \$1,206           | \$1,212           | \$3,366           | \$1,726           |
| 60181G Office Expenses                    | \$4,400           | \$5,500           | \$3,012           | \$5,638           | \$5,447           | \$4,929           | \$6,132           |
| 60182G Telecommunications Expenses        | \$5,300           | \$5,300           | \$6,733           | \$5,233           | \$4,786           | \$4,946           | \$4,889           |
| 60183G Gas & Electricity Expenses         | \$9,700           | \$8,500           | \$8,901           | \$6,414           | \$10,460          | \$11,627          | \$10,875          |
| 60184G Repair & Maintenance Expenses      | \$17,000          | \$22,000          | \$21,294          | \$27,527          | \$24,482          | \$26,712          | \$12,142          |
| 60185G Kapleau-roshi Expenses             | \$0               | \$0               | \$0               | \$0               | \$0               | \$0               | \$0               |
| 60186G Insurance Expenses                 | \$37,200          | \$32,200          | \$28,387          | \$31,112          | \$32,743          | \$26,322          | \$26,776          |
| 60187G Fundraising & Advertising Exp      | \$1,500           | \$2,000           | \$1,589           | \$1,400           | \$1,060           | \$225             | \$425             |
| 60188G Garden & Grounds Expenses          | \$3,200           | \$2,700           | \$2,586           | \$2,941           | \$7,256           | \$2,610           | \$1,615           |
| 60189G Library Expenses                   | \$300             | \$300             | \$142             | \$0               | \$0               | \$256             | (\$20)            |
| 60190G Automobile Expenses                | \$9,000           | \$10,000          | \$16,004          | \$14,152          | \$13,921          | \$19,584          | \$14,008          |
| 60191G Taxes & Municipal Fees             | \$6,700           | \$6,800           | \$6,649           | \$6,645           | \$6,690           | \$6,620           | \$6,711           |
| 60192G Computer Expenses                  | \$3,000           | \$3,000           | \$2,512           | \$2,697           | \$944             | \$1,861           | \$2,083           |
| 60193G Banking, PayPal & Credit Card Fees | \$500             | \$0               | \$0               | \$0               | \$0               | \$0               | \$0               |
| 60300G Bad Debt Expense                   | \$0               | \$0               | \$385             | \$163             | \$0               | \$0               | \$0               |
| 60389G Depreciation Expense               | \$21,200          | \$19,700          | \$19,190          | \$17,008          | \$13,996          | \$13,018          | \$13,122          |
| 61500G Contingency (budget use only)      | \$5,000           | \$5,000           |                   |                   |                   |                   |                   |
| <b>AP Operating Expenses</b>              | <b>\$357,800</b>  | <b>\$334,100</b>  | <b>\$341,263</b>  | <b>\$312,901</b>  | <b>\$289,291</b>  | <b>\$295,507</b>  | <b>\$295,532</b>  |
| <b>Chapin Mill</b>                        |                   |                   |                   |                   |                   |                   |                   |
| 6C172G CM Teaching Expenses               | \$200             | \$200             | \$137             | \$153             | \$292             | \$80              | \$31              |
| 6C175G CM Medical & Health Insurance      | \$18,500          | \$22,900          | \$13,153          | \$13,725          | \$13,189          | \$11,323          | \$13,219          |
| 6C176G CM Staff Salary Expense            | \$12,500          | \$15,000          | \$12,732          | \$9,931           | \$9,388           | \$9,007           | \$8,308           |
| 6C177G CM Kitchen Expense                 | \$7,000           | \$10,000          | \$8,754           | \$5,906           | \$6,705           | \$5,611           | \$5,831           |
| 6C178G CM Housekeeping Expense            | \$2,300           | \$3,000           | \$1,372           | \$2,585           | \$1,936           | \$2,004           | \$2,175           |
| 6C179G CM 403(b) Retirement Plan          | \$5,300           | \$5,400           | \$5,324           | \$3,549           | \$4,548           | \$3,993           | \$2,884           |
| 6C180G CM Misc. Administrative Expense    | \$100             | \$100             | \$155             | \$0               | \$100             | \$100             | \$100             |
| 6C181G CM Office Expenses                 | \$500             | \$500             | \$14              | \$371             | \$238             | \$387             | \$168             |
| 6C182G CM Telecommunications Expense      | \$4,400           | \$3,600           | \$3,479           | \$3,731           | \$3,842           | \$3,462           | \$4,246           |
| 6C183G CM Gas & Electricity Expenses      | \$16,100          | \$14,000          | \$13,621          | \$12,207          | \$16,641          | \$18,993          | \$20,945          |
| 6C184G CM Repair & Maintenance Exp.       | \$15,300          | \$17,000          | \$18,386          | \$16,969          | \$16,919          | \$9,097           | \$15,060          |
| 6C186G CM Insurance Expense               | \$22,300          | \$19,000          | \$16,405          | \$17,873          | \$21,456          | \$14,988          | \$15,009          |
| 6C187G CM Fundraising & Adv Expense       | \$0               | \$0               | \$0               | \$0.00            | \$0               | \$90              | \$0               |
| 6C188G CM Garden & Grounds Expense        | \$5,500           | \$6,000           | \$5,675           | \$6,298           | \$2,851           | \$5,409           | \$2,405           |
| 6C190G CM Automobile Expense              | \$3,000           | \$5,000           | \$2,956           | \$2,351           | \$2,492           | \$3,626           | \$3,340           |
| 6C191G CM Tax & User Fee Expenses         | \$4,200           | \$4,000           | \$4,946           | \$4,296           | \$4,137           | \$2,871           | \$2,934           |
| 6C192G CM Computer Expenses               | \$500             | \$500             | \$446             | \$338             | \$89              | \$200             | \$345             |
| 6C389G CM Depreciation Expense            | \$8,400           | \$7,700           | \$7,820           | \$9,183           | \$8,111           | \$7,784           | \$10,166          |
| <b>CM Operating Expenses</b>              | <b>\$126,100</b>  | <b>\$133,900</b>  | <b>\$115,374</b>  | <b>\$109,465</b>  | <b>\$112,934</b>  | <b>\$99,024</b>   | <b>\$107,164</b>  |
| <b>Total Operating Revenue</b>            | <b>\$395,600</b>  | <b>\$395,800</b>  | <b>\$399,810</b>  | <b>\$387,041</b>  | <b>\$371,293</b>  | <b>\$364,520</b>  | <b>\$350,698</b>  |
| <b>Total Operating Expenses</b>           | <b>\$483,900</b>  | <b>\$468,000</b>  | <b>\$456,637</b>  | <b>\$422,366</b>  | <b>\$402,225</b>  | <b>\$394,531</b>  | <b>\$402,696</b>  |
| <b>Operating Revenue Less Expenses</b>    | <b>(\$88,300)</b> | <b>(\$72,200)</b> | <b>(\$56,827)</b> | <b>(\$35,326)</b> | <b>(\$30,932)</b> | <b>(\$30,011)</b> | <b>(\$51,998)</b> |
| Operating Draw from Investments           | \$60,400          | \$56,400          | \$54,795          | \$51,861          | \$50,347          | \$46,336          | \$41,801          |
| <b>Total Net Operating Surplus (Loss)</b> | <b>(\$27,900)</b> | <b>(\$15,800)</b> | <b>(\$2,033)</b>  | <b>\$16,536</b>   | <b>\$19,415</b>   | <b>\$16,325</b>   | <b>(\$10,197)</b> |
| <b>Capital Expenditures</b>               |                   |                   |                   |                   |                   |                   |                   |
| AP Capital Expenditures                   | \$7,500           | \$5,000           | \$5,369           | \$66,955          | \$13,700          | \$54,481          | \$3,129           |
| CM Capital Expenditures                   | \$5,000           | \$5,000           | \$6,963           | \$32,831          | \$7,436           | \$6,178           | \$4,551           |
| <b>Total Capital Expenditures</b>         | <b>\$12,500</b>   | <b>\$10,000</b>   | <b>\$12,332</b>   | <b>\$99,786</b>   | <b>\$21,136</b>   | <b>\$60,659</b>   | <b>\$7,680</b>    |
| <b>Summary of Expenses</b>                |                   |                   |                   |                   |                   |                   |                   |
|   | Bud 2015          | Bud 2014          | 2013              | 2012              | 2011              | 2010              | 2009              |
| Total Insurance Expense                   | \$59,500          | \$51,200          | \$44,792          | \$48,984          | \$54,199          | \$41,310          | \$41,785          |
| Total Automobile Expense                  | \$12,000          | \$15,000          | \$18,959          | \$16,502          | \$16,412          | \$23,210          | \$17,348          |
| Total Salary + Retirement Expense         | \$107,300         | \$99,800          | \$102,895         | \$86,042          | \$78,693          | \$78,762          | \$82,034          |
| Total Medical Expense                     | \$102,300         | \$94,000          | \$91,255          | \$80,152          | \$65,844          | \$65,201          | \$82,239          |
| Total Kitchen Expense                     | \$50,000          | \$50,000          | \$52,178          | \$44,308          | \$40,054          | \$36,736          | \$37,651          |
| Total Housekeeping Expense                | \$8,300           | \$9,500           | \$6,268           | \$9,438           | \$5,541           | \$7,643           | \$9,109           |

## Appendix C

### Genesee Coop Federal Credit Union Resolution

RESOLVED, that the officers or other persons of this organization are hereby authorized to deposit funds of this organization into Share Savings and/or Share Draft Checking accounts at the Credit Union, and that the Credit Union is hereby requested, authorized, and directed to honor drafts or other orders for the payment of money drawn in this organization's name and to charge such accounts for all such drafts or other orders (including those drawn to the order of any person or persons whose name appears thereon as a signer thereof), provided that all such drafts or other orders bear the actual signature or the facsimile signature of any one (1) of the persons listed below.

And further provided that the Credit Union shall be entitled to honor and charge this organization for all such drafts or other orders bearing the facsimile signatures, regardless of by whom or by what means the facsimile signatures thereon have been affixed thereto, if such facsimile signatures resemble the facsimile signature specimens duly certified to or filed with the Credit Union by the Secretary or other officer of this organization.

In regards to the share draft checking account, the undersigned officers hereby authorize Genesee Co-Op Federal Credit Union (the "Credit Union") to establish this Share Draft account for the corporation/organization named below. The Credit Union is authorized to pay share drafts signed by or bearing the facsimile signatures of the persons named herein and certified by the Board of Directors or other governing body and to charge all such payments against the shares in this account.

It is further agreed that:

- (a) Only share draft blanks and other methods approved by the Credit Union may be used to make withdrawals from this account.
- (b) The Credit Union is under no obligation to pay a share draft that exceeds the fully paid and collected share balance in this account.
- (c) The Credit Union may pay a share draft on whatever day it is presented for payment, notwithstanding the date (or any limitation on the time of payment) appearing on the share draft.
- (d) When paid, share drafts become the property of the Credit Union and will not be returned either with the periodic statement of this account or otherwise.
- (e) Except for negligence, the Credit Union is not liable for any action it takes regarding the payment or nonpayment of a share draft.
- (f) Any objection respecting any item shown on a periodic statement of this account is waived unless made in writing to the Credit Union before the end of 60 days after the statement is mailed.
- (g) This account is subject to such other terms, conditions and service charges as the Credit Union may establish from time to time.

Authorized signers:

|                         |               |
|-------------------------|---------------|
| Peter (Bodhin) Kjolhede | President     |
| Scott Jennings          | Secretary     |
| Colleen O'Brien         | Treasurer     |
| John Pulleyn            | Head of Zendo |

### ARTICLE III. THE BOARD OF TRUSTEES

#### A. AUTHORITY AND DUTIES OF THE BOARD OF TRUSTEES; BUSINESS MANAGER

4. *Committees of the Board and the Corporation.* Consistent with section 712(a) of the Not-for-Profit Corporation Law, the Board, by resolution adopted by a majority of the entire Board (that is, four of the six Trustees), may designate from among its members ~~standing~~ committees, each consisting of three or more Trustees. ~~Consistent with section 712(c), the Board may also create such special committees of the Board as the Board may deem desirable. As permitted under section 712(e), the members of such committees shall be appointed by the Board.~~ As specified in section 712(d), each committee of the Board shall serve at the Board's pleasure. As provided in section 712(e), committees, other than ~~standing or special~~ committees of the Board, whether created by the Board or by the Members, shall be committees of the Corporation, but no such committee shall have the authority to bind the Board. The members of each such committee shall be selected as provided by the Board. As provided in section 712(e), provisions of the Not-for-Profit Corporation Law applicable to Officers generally shall apply to members of such Committees.

5. *Real Property; Limitation on Debt; Judicial Approval.* Through adoption of this paragraph, the Members of the Center hereby authorize the Board to purchase, sell, mortgage, or lease real property and hereby expressly consent to any such purchase, sale, mortgage, or lease that shall be or heretofore has been authorized by the Board in conformity with section 509 of the Not-for-Profit Corporation Law. [Draftsman's note: See By-laws, Article III(E)(1). The first sentence of this paragraph was adopted by vote of the Center's Members on May 25, 1991.] Acting pursuant to section 200 of the Religious Corporations Law, the Members also hereby authorize the Board to incur debts beyond those necessary for the care of the Center's property when, in the judgment of the Board, incurring such debts is prudent and would aid in the administration of the Center's financial affairs. ~~However, the Center shall not purchase real property, or sell, mortgage, or lease for a term exceeding five years any of its real property without complying with the applicable provisions of Article III(E)(1) of these By-laws, section 509 of the Not-for-Profit Corporation Law, and applying for and obtaining leave of the court, as required under~~ section 12 of the Religious Corporations Law. [Draftsman's note: The second and third sentences of this paragraph were adopted by vote of the Center's Members on May 23, 2009.]

#### E. MEETINGS OF THE BOARD OF TRUSTEES; QUORUM; NOTICE

1. *Quorum; Presiding Officer; Tie Votes; Majorities; Real Property.* As specified in section 198 of the Religious Corporations Law, a majority (that is, four) of the Trustees lawfully convened shall constitute a quorum for the transaction of business. The Chairman of the Board shall preside; in the Chairman's absence, those Trustees present shall designate a presiding officer. As specified in section 198, in case of a tie vote, the presiding officer shall have an additional vote. Consistent with section 708(d) of the Not-for-Profit Corporation Law, unless otherwise provided by law or in these By-laws, the vote of the majority of the Trustees present shall be the act of the Board. As required by section 509(a) of the Not-for-Profit Corporation Law, the Center shall not purchase real property, unless such purchase is authorized by the vote of a majority of Trustees of the Board or of a majority of a committee authorized by the Board, provided that if such property would, upon purchase thereof, constitute all, or substantially all, of the assets of the Center, then the vote of two-thirds of the entire Board shall be required. Furthermore, as required by section 509(b), the Center shall not sell, mortgage, lease, exchange or otherwise dispose of its real property unless authorized by the vote of a majority of Trustees of the Board or of a majority of a committee authorized by the Board; provided that if such property constitutes all, or substantially all, of the assets of the Center, then the vote of two-thirds of the entire Board shall be required. As required by section 509(c), if the Center authorizes a committee to act

pursuant to sections 509(a) and 509(b), the committee shall promptly report any actions taken to the Board, and in no event after the next regularly scheduled meeting of the Board.~~However, as required by section 509 of the Not for Profit Corporation Law, no purchase of real property shall be made by the Center and the Center shall not sell, mortgage, or lease its real property, unless authorized by the vote of two-thirds of the entire Board (that is, by four of the six Trustees).~~ In addition, the Center shall not sell, mortgage, or lease for a term exceeding five years any of its real property without applying for and obtaining leave of the court, as required under section 12 of the Religious Corporations Law.

*2. Regular Meetings; Special Meetings; Notice; Waiver.* The Board shall hold at least two regular meetings each year at times and places fixed by the Board. Consistent with section 198 of the Religious Corporations Law and section 711(b) of the Not-for-Profit Corporation Law, any two of the Trustees may call a special meeting of the Board by giving three days' notice to the other Trustees; however, if such notice is neither personal nor by mail, additional notice shall be given personally or by mail at least twenty-four hours before the meeting. In addition, consistent with section 710(c) of the Not-for-Profit Corporation Law, the President or the Vice-president may call a special meeting of the Board upon three days' notice to the Trustees. Pursuant to section 711(c) of the Not-for-Profit Corporation Law, any Trustee may waive lack of notice by signed-written or electronic waiver or by attending the meeting without protesting, prior thereto or at its commencement, the lack of notice to him or her. As permitted under section 711(d), notice of any adjournment of a meeting of the Board to another time or place shall be given to the Trustees who were not present at the time of the adjournment and, unless such time and place are announced at the meeting, to the other Trustees. However, the preceding sentence shall not apply if (1) a Board meeting is adjourned to a time no later than the end of the second day following the day on which the meeting is adjourned and (2) the time and place to which the meeting are adjourned are announced at the meeting.

*3. Action without Meeting; Participation by Conference Telephone or Electronic Video Screen.* As specified in section 708(b) of the Not-for-Profit Corporation Law, any action required or permitted to be taken by the Board of Trustees or any committee thereof may be taken without a meeting if all members of the Board or committee consent to the adoption of a resolution authorizing the action. Such consent may be written or electronic. If written, the consent must be executed by the Trustee by signing such consent or causing his or her signature to be affixed to such consent by any reasonable means including, but not limited to, facsimile signature. If electronic, the transmission of the consent must be sent by electronic mail and set forth, or be submitted with, information from which it can reasonably be determined that the transmission was authorized by the Trustee. The resolution and the consents thereto shall be filed with the Board's minutes. As permitted by section 708(c), any one or more members of the Board or of any committee thereof who is not physically present at a meeting of the Board or a committee may participate by means of a conference telephone or similar communications equipment or by electronic video screen communication. Participation by such means shall constitute presence in person at a meeting as long as all persons participating in the meeting can hear each other at the same time and each Trustee can participate in all matters before the Board, including, without limitation, the ability to propose, object to, and vote upon a specific action to be taken by the Board or committee.~~3. Action without Meeting; Participation by Conference Telephone. As specified in section 708(b) of the Not for Profit Corporation Law, any action required or permitted to be taken by the Board of Trustees may be taken without a meeting if all Trustees consent in writing to the adoption of a resolution authorizing the action; the resolution and the written consents thereto shall be filed with the Board's minutes. As permitted by section 708(c), any one or more Trustees may participate in a Board meeting by conference telephone or similar communications equipment allowing all persons participating in the meeting to hear each other at the same time; participation by such means shall constitute presence in person at a meeting.~~

## ~~G. CONFLICTS OF INTEREST~~

~~——— No Trustee shall derive any personal economic profit or gain, either directly or indirectly, by reason of his or her office. Each Trustee shall disclose to the Board any financial interest that he or she may have in a matter pending before the Board, and shall refrain from participating in any decision regarding such matter, unless the Board— acting without the participation of the Trustee in question— determines that the Trustee’s interest is sufficiently minimal that his or her participation would not constitute a conflict of interest.~~

## ARTICLE V. INDEMNIFICATION AND COMPENSATION OF TRUSTEES AND OFFICERS

### B. COMPENSATION

Consistent with section 515(b) of the Not-for-Profit Corporation Law, the Center may pay compensation in a reasonable amount to members, Trustees, or Officers, for services rendered. As provided in section 515(b), “No person who may benefit from such compensation may be present at or otherwise participate in any board or committee deliberation or vote concerning such person’s compensation; provided that nothing in this section shall prohibit the board or authorized committee from requesting that a person who may benefit from such compensation present information as background or answer questions at a committee or board meeting prior to the commencement of deliberations or voting relating thereto.” Unless otherwise specified by the Board of Trustees, all compensation paid by the Center to any person who both (1) is a Trustee or Officer of the Center and (2) is employed by the Center in a capacity other than as a Trustee or Officer shall be deemed paid to that person solely as compensation for his or her services rendered to the Center in the capacity other than as a Trustee or Officer. *[Draftsman’s note: Section 720-a of the NPCL provides partial immunity from liability for uncompensated trustees and officers of corporations, such as the Center, which qualify under section 501(c)(3) of the United States Internal Revenue Code.]*

## ARTICLE XII. RELATED-PARTY TRANSACTIONS, CONFLICTS OF INTEREST, LOANS, AND FINANCIAL POLICY

### A. PRIVATE BENEFIT PROHIBITED

The assets of the Center shall be used only to advance the purposes of the Center, and shall not otherwise be used for the private benefit of any person. Moreover, no income of the Center shall inure to any individual other than as reasonable compensation for services rendered.

### B. RELATED PARTY TRANSACTIONS

The Center shall comply with the requirements of sections 102(a)(22)-(25) and sections 715(a)-(c) and (g) of the Not-for-Profit Corporations Law, which provide as follows:

§ 102(a)(22) “Relative” of an individual means his or her (i) spouse, ancestors, brothers and sisters (whether whole or half blood), children (whether natural or adopted), grandchildren, great-grandchildren, and spouses of brothers, sisters, children, grandchildren, and great-grandchildren; or (ii) domestic partner as defined in section 2994-a of the public health law.

§ 102(a)(23) “Related party” means (i) any [Trustee], officer or key employee of the corporation or any affiliate of the corporation; (ii) any relative of any [Trustee], officer or key employee of

the corporation or any affiliate of the corporation; or (iii) any entity in which any individual described in clauses (i) and (ii) of this subparagraph has a thirty-five percent or greater ownership or beneficial interest or, in the case of a partnership or professional corporation, a direct or indirect ownership interest in excess of five percent.

§ 102(a)(24) “Related party transaction” means any transaction, agreement or any other arrangement in which a related party has a financial interest and in which the corporation or any affiliate of the corporation is a participant.

§ 102(a)(25) “Key employee” means any person who is in a position to exercise substantial influence over the affairs of the corporation, as referenced in 26 U.S.C. § 4958(f)(1)(A) and further specified in 26 CFR § 53.4958-3(c), (d) and (e), or succeeding provisions.

§ 715(a) No corporation shall enter into any related party transaction unless the transaction is determined by the board to be fair, reasonable and in the corporation’s best interest at the time of such determination. Any [Trustee], officer or key employee who has an interest in a related party transaction shall disclose in good faith to the board, or an authorized committee thereof, the material facts concerning such interest.

§ 715 (b) With respect to any related party transaction involving a [religious] corporation and in which a related party has a substantial financial interest, the board of such corporation, or an authorized committee thereof, shall: (1) prior to entering into the transaction, consider alternative transactions to the extent available; (2) approve the transaction by not less than a majority vote of the [Trustees] or committee members present at the meeting; and (3) contemporaneously document in writing the basis for the board or authorized committee’s approval, including its consideration of any alternative transactions.

§ 715 (c) The certificate of incorporation, by-laws or any policy adopted by the board may contain additional restrictions on related party transactions and additional procedures necessary for the review and approval of such transactions, or provide that any transaction in violation of such restrictions shall be void or voidable.

§ 715 (g) No related party may participate in deliberations or voting relating to matters set forth in this section; provided that nothing in this section shall prohibit the board or authorized committee from requesting that a related party present information concerning a related party transaction at a board or committee meeting prior to the commencement of deliberations or voting relating thereto.

### C. CONFLICTS OF INTEREST

As required by section 715-A of the Not-for-Profit Corporations Law, the Center adopts the following conflict-of-interest policy to ensure that its Trustees, Officers, and key employees act in the Center’s best interest and comply with applicable legal requirements, including, but not limited to, the requirements set forth in section 715 of the Act.

1. *Definition of Circumstances That Constitute a Conflict of Interest.* A Trustee, Officer, or key employee has a conflict of interest when such a person has a material financial or personal interest in a matter coming before the Board of Trustees or a committee thereof.

2. *Procedures for Disclosing a Conflict of Interest to the Board.* When, in advance of a Board or committee meeting, a Trustee, Officer, or key employee recognizes that he or she has a conflict of interest, he or she shall inform the Chairman of the Board and the Corporate Secretary in writing of the circumstances constituting the conflict. When, in the course of a Board or



committee meeting, a Trustee, Officer, or key employee attending the meeting recognizes that he or she has a conflict of interest, he or she shall orally inform those attending the meeting of the circumstances constituting the conflict.

3. Prohibition against Presence or Participation. A person with a conflict of interest shall not be present at or participate in Board or committee deliberation or voting on the matter giving rise to such conflict.

4. Prohibition against Improper Influence. No person with a conflict of interest shall attempt to influence improperly the deliberation or voting of the matter giving rise to such conflict.

5. Documentation of Conflict of Interest. The existence and resolution of a conflict of interest shall be documented in the Center's records, including in the minutes of any meeting at which the conflict was discussed or voted upon.

6. Related-Party Transactions. Related-party transactions shall be disclosed, addressed, and documented in accordance with Articles XII(B), XII(C)(2), and XII(C)(5) of these By-laws.

7. Trustees' Disclosure. As required by section 715-a(c) of the Not-for-Profit Corporation Law, prior to the initial election of any Trustee, and annually thereafter, such Trustee shall complete, sign and submit to the Center's corporate Secretary a written statement identifying, to the best of the Trustee's knowledge, any entity of which such Trustee is an officer, director, trustee, member, owner (either as a sole proprietor or a partner), or employee and with which the Center has a relationship, and any transaction in which the Center is a participant and in which the Trustee might have a conflicting interest. Each Trustee shall annually resubmit such written statement. The Center's corporate Secretary shall provide a copy of all completed statements to the chair of the audit committee or, if there is no audit committee, to the chair of the Board.

#### D. LOANS

In accordance with section 716 of the Not-for-Profit Corporation Law, no loans, other than through the purchase of bonds, debentures, or similar obligations of the type customarily sold in public offerings, or through ordinary deposit of funds in a bank, shall be made by the Center to its Trustees or Officers, or to any other corporation, firm, association or other entity in which one or more of its Trustees or Officers are directors or officers or hold a substantial financial interest, except a loan by the Center to another charitable corporation.

#### E. PURCHASES, CONTRACTS, CHARITABLE CONTRIBUTIONS, AND GIFTS

1. The Business Manager and such other persons as may be designated by the Board of Trustees or the Business Manager are authorized to make purchases and to enter into contractual agreements on behalf of the Center in such respective amounts as may be specified from time to time by the Board of Trustees. However, the Board's approval shall be required for any purchase or contract (1) involving the Center's payment of more than an amount specified pursuant to the preceding sentence or the disposal of Center assets worth more than such a specified amount, or (2) that substantially exceeds a budget item approved by the Board. Unless otherwise expressly authorized by the Board, all purchases made and contracts entered into on behalf of the Center shall conform to the requirements of this paragraph and to the budgets, policies, and procedures adopted by the Board.

2. The Business Manager, the Abbot, and such other persons as may be designated by the Board of Trustees or the Business Manager are authorized to make charitable contributions and other gifts on behalf of the Center in accordance with the budgets, policies, and procedures

adopted by the Board. No person is authorized to make any gift of assets belonging to the Center except as authorized pursuant to this paragraph or as otherwise expressly authorized by the Board. Any gift of assets belonging to the Center shall conform to the restrictions contained in Article XII(A) of these By-laws.

#### ~~B. BOARD PRE-APPROVAL REQUIRED FOR TRANSACTIONS BETWEEN THE CENTER AND SPECIFIED PERSONS~~

~~Any financial transaction of more than \$1,000 between the Center and a Trustee, Officer, Abbot, Business Manager, Head of Zendo, or a parent, child, brother, sister, or spouse of such a person, must be approved in advance by the Board of Trustees acting without the participation of any Trustee who has a financial interest in the transaction or whose parent, child, brother, sister, or spouse has a financial interest in the transaction.~~

#### ~~C. PURCHASES AND CONTRACTS~~

~~The Abbot, the Business Manager, the Treasurer, and such other persons as may be designated by the Board of Trustees are each authorized to make purchases and to enter into contractual agreements on behalf of the Center in such respective amounts as may be specified from time to time by the Board of Trustees. However, the Board's approval shall be required for any purchase or contract (1) involving the Center's payment of more than an amount specified pursuant to the preceding sentence or the disposal of Center assets worth more than such a specified amount, or (2) that substantially exceeds a budget item approved by the Board. Unless otherwise expressly authorized by the Board, all purchases made and contracts entered into on behalf of the Center shall conform to the requirements of this paragraph and to the budgets, policies, and procedures adopted by the Board. Authority granted pursuant to this paragraph to make purchases may be delegated as follows: (1) the Business Manager may delegate his or her authority pursuant to this paragraph in whole or in part to any Trustee, Officer, employee, or trainee of the Center, (2) any supervisor may delegate or subdelegate his or her authority pursuant to this paragraph in whole or in part to any employee or trainee of the Center who has been designated as a direct or indirect subordinate of that supervisor, (3) the Abbot may delegate or subdelegate his or her authority pursuant to this paragraph in whole or in part to the Head of the Zendo, and (4) any Officer may delegate or subdelegate his or her authority pursuant to this paragraph in whole or in part to any Assistant Officer who reports to that Officer. Any delegation or subdelegation of authority pursuant to this paragraph shall be subject to such exceptions, limitations, policies, and procedures as the Board may adopt from time to time. Any person who delegates or subdelegates authority pursuant to this paragraph shall ensure that his or her delegees exercise such delegated authority in conformity with all applicable budgets, policies, and procedures. No person is authorized to make any purchase or to enter into any contractual agreement on behalf of the Center, or to dispose of any assets belonging to the Center except as authorized pursuant to this paragraph, pursuant to Article XII(D) of these By laws, or as otherwise expressly authorized by the Board of Trustees.~~

#### ~~D. CHARITABLE CONTRIBUTIONS AND OTHER GIFTS~~

~~The persons specified in Article XII(C) of these By laws are authorized to make charitable contributions and other gifts on behalf of the Center in accordance with the budgets, policies, and procedures adopted by the Board. No person is authorized to make any gift of assets belonging to the Center except as authorized pursuant to this paragraph or as otherwise expressly authorized by the Board. Any gift of assets belonging to the Center shall conform to the restrictions contained in Article XII(A) of these By laws.~~



ROCHESTER ZEN CENTER  
GUIDELINES FOR AFFILIATE GROUPS

As adopted by the Center's Abbot and Board of Trustees pursuant to  
Article IX(A)(1) of the Center's By-laws

October 25, 2014

I. INTRODUCTION

A. Affiliation

Under Article IX(A)(1) of the Center's By-laws, an incorporated Zen Buddhist group may become affiliated with the Center only upon the recommendation of the Center's Abbot and the approval of the Center's Board of Trustees. Under that Article, such approval may be contingent upon the group's adoption, rescission, or amendment of provisions of its by-laws or certificate of incorporation as specified by the Board.

A group seeking to become affiliated with the Center shall submit an Application for Affiliation including complete information regarding the group's membership, facilities, financial status, activities (including the times that formal zazen is offered), and the like. The group shall include with its application copies of its certificate of incorporation and its by-laws.

B. By-laws and certificate of incorporation

In accordance with Article IX(A)(2) of the Center's By-laws, an affiliate group's certificate of incorporation or by-laws shall contain the following provision, or a substantially equivalent provision approved by the Center's Board:

[Name under which the affiliate group is incorporated] is an affiliate of the Rochester Zen Center, a not-for-profit corporation incorporated under the New York Religious Corporations Law, and will comply with the provisions of the Rochester Zen Center's by-laws and guidelines relating to affiliates. However, as an independently incorporated entity managed by its own Board of Trustees [Directors], [Name of affiliate group] acknowledges full and sole legal responsibility for its acts and omissions, and no legal obligation therefor is assumed by the Rochester Zen Center.

In addition, under Article IX(A)(2) no affiliate group shall adopt, rescind, or amend any by-law or any provision of its certificate of incorporation without first having obtained the approval of the Rochester Center's Board of Trustees. That Article also specifies that upon request of the Center's

Secretary or Board of Trustees, an affiliate group shall provide a current copy of the group's bylaws and certificate of incorporation.

### C. Membership

In general, an affiliate group may establish its own requirements, procedures, and policies relating to membership in the group. However, as a prerequisite for membership, an affiliate group shall require a membership interview satisfying the Affiliate Leader or the Affiliate Leader's designee that the applicant should be admitted to membership in the affiliate group. In addition, it is recommended that an affiliate group generally require that a person attend an introductory Workshop at the Rochester Center or an Introduction to Practice at an affiliate group as a prerequisite for membership in the affiliate group.

Under the statement of membership policies adopted by the Rochester Center's Abbot and Board of Trustees on October 26, 2013, admission to full membership in an affiliate group automatically results in a person's becoming a member of the Rochester Center.

At least quarterly, each affiliate group shall provide the Center with a current list of its members. That list shall note any new members or changes of address, as well as any persons who have been dropped from membership in the affiliate group. If a person has been dropped from membership in the affiliate group, the person's membership in the Rochester Center will be terminated unless the person applies and is accepted for direct membership in the Center.

### D. Affiliate Leaders

As provided under Article IX(A)(2) of the Center's By-laws, the spiritual leader of each affiliate group (the "Affiliate Leader") shall be appointed by the Center's Abbot and shall serve at the Abbot's pleasure. However, before appointing or dismissing an Affiliate Leader, the Abbot will consult the affiliate group's Board of Directors or Trustees. Although an Affiliate Leader serves at the Abbot's pleasure, the Rochester Center's Board of Trustees may also suspend or remove an Affiliate Leader pursuant to the grievance procedures of Article X of the Center's By-laws. Accordingly, if members of an affiliate group believe that an Affiliate Leader is abusing his or her position, they may bring the matter to the Abbot's attention or submit a complaint to the Ethics and Advisory Committee or the Center's Board of Trustees.

## II. SECULAR MATTERS

### A. Generally

In general, as an independently incorporated entity each affiliate group shall be responsible for its own organization and operation with regard to financial and other secular matters.

### B. Financial matters

An affiliate group shall collect from its members and remit to the Rochester Center such quarterly membership contributions as the Center's Board of Trustees shall specify. In addition, an affiliate group may choose to require its own membership contributions or dues from its members. An affiliate group shall maintain a financial position sufficient to allow the group to offer its members a regular schedule of formal zazen and related activities.

### C. Availability of information to affiliate members

Each affiliate group shall make available to its members, either physically or online, these Affiliate Guidelines, as well as any other material sent to the affiliate group by the Rochester Center and intended for the affiliate Sangha. An affiliate group shall also make available to its members similar materials pertaining to the affiliate group (e.g., the affiliate group's certificate of incorporation and bylaws, minutes of meetings of the group's Board of Directors or Trustees, minutes of corporate meetings of the group's members, and the like). In addition, each affiliate group shall keep posted the current and succeeding quarterly calendars from the Rochester Center, and shall make available the Center's brochures relating to workshops and training programs.

### D. Public information

An affiliate group shall inform those seeking information about the group that it is an affiliate of the Rochester Zen Center. Printed material sent out by an affiliate group shall also identify Roshi Bodhin Kjolhede as the Rochester Center's Abbot and a Dharma heir of Roshi Philip Kapleau, the Center's Founder. On an affiliate group's letterhead, stationery, envelopes, postcards, and the like, the name of the affiliate group shall be followed by this notation:

An affiliate of the Rochester Zen Center, Rochester, New York  
 Ven. Bodhin Kjolhede, Roshi/Abbot  
 Founded by Ven. Philip Kapleau, Roshi

The same notation should appear on posters, notices, and the like that serve to publicize workshops or other functions open to the public. An affiliate group may use the three-pillars device, which is a registered service mark of the Rochester Zen Center, on letterhead, stationery, posters, newsletters, and the like. However, an affiliate group may not authorize others to use the three-pillars device, nor may an affiliate group use that device or the Rochester Zen Center's name other than in connection with the group's official activities.

## F. Miscellaneous recommendations

An affiliate group may find it helpful to set forth in its bylaws, or in policy statements adopted pursuant to its by-laws, the group's policies regarding the following matters:

1. The amount of contributions or pledges required or expected of members, as well as the group's policy for dealing with members who fail to remain current with their pledges or contributions.
2. The group's financial policies with respect to such matters as who is authorized to make purchases and to enter into contractual agreements on behalf of the group, how expenditures are to be accounted for, and the like.
3. The group's requirements, procedures, and policies relating to membership and loss of membership in the group.
4. Procedures for the conduct of meetings of the group's Board of Directors or Trustees and of corporate meetings of the group's members.

The statutes under which an affiliate group is incorporated will often require that an Annual Meeting of the group's members be held and that certain procedures be followed at that meeting. Such statutes may also require that certain procedures be followed with regard to meetings of the Board and with regard to other aspects of the conduct of the group's affairs. It is recommended that at least one of the group's directors, trustees, or officers be thoroughly familiar with such statutory requirements.

## III. SPIRITUAL MATTERS

### A. Affiliate leaders

As the spiritual leader of an affiliate group and the Abbot's personal representative to the group, the Affiliate Leader is responsible for ensuring that all training and practice activities of the group are conducted in a manner consistent with the usages, style, and spirit of practice at the Rochester Zen Center. Accordingly, the Affiliate Leader shall have sole responsibility for the training and practice activities of the affiliate group. In exercising this responsibility, the Affiliate Leader shall follow the current version of Guidelines for Affiliate Leaders, as approved by the Abbot of the Rochester Zen Center. In addition, Affiliate Leaders shall follow the "Rochester Zen Center Standards for Sexual Conduct," which provide that an Affiliate Leader may not form a sexual relationship with any member of his or her group unless the Affiliate Leader has consulted with and obtained the approval of both the Abbot and the affiliate group's board of trustees.

B. Zazen schedule

An affiliate group shall offer at least two formal evening sittings and four formal morning sittings per week.

C. Chanting services

An affiliate group shall regularly offer chanting services. The wording of chants and the style of chanting shall conform to the usages of the Rochester Zen Center; any deviation from those usages must be expressly approved by the Center's Abbot.

D. All-day sittings and work days

An affiliate group may, in its discretion, offer all-day sittings and work days conducted under the general direction of the Affiliate Leader.

E. Sesshin

The term "sesshin" refers to an extended period of sittings lasting two or more days. Sesshin conducted by affiliate groups shall conform to the usages of the Rochester Zen Center. In particular, an affiliate group's sesshin shall comprise the same elements, in substantially the same relative proportions, as sesshin conducted at the Rochester Center. However, variations in the order of those elements are permitted. Any sesshin offered by an affiliate group shall be conducted by a person whom the Center's Abbot has authorized to conduct sesshin. Unless otherwise authorized by the Abbot, such sesshin shall last no more than four days.

F. Teisho

Unless the Abbot of the Rochester Center has authorized the Affiliate Leader to give Dharma talks in place of recorded teisho, recorded teisho given by the Rochester Center's Abbot are to be played outside of sesshin at least as often as formal talks are given by the Affiliate Leader.

G. Introduction to Practice

The term "Introduction to Practice" refers to a period of practical or theoretical instruction in Zen Buddhism offered to the public by an affiliate group, whether or not a fee is charged. Any Introduction to Practice offered by an affiliate group shall be conducted by a person authorized to do so by the Rochester Center's Abbot.

#### H. Work programs

The term “work program” refers to a structured period of zazen, work, and Zen training lasting longer than a day, whether or not a fee is charged. An affiliate group may, in its discretion, offer work programs conducted under the general direction of the Affiliate Leader.

## Appendix F

## Chapin Mill Rental Program Report

In 2014 we are renting to eight different groups with a total of 53 days scheduled. (Our target is 50 days, but we do accommodate new groups as a hedge against cancellations or loss of existing renters.)

The first five of the following groups have rented with us for three years, and plan to continue into 2015.

- *Satipanna Insight Meditation Toronto*, led by Jim Bedard and Randy Baker: four times a year for two 7-day retreats and two 4-day retreats. They pay a member rate of \$1,100/day, increasing to \$1,200 in 2015. They cancelled a 7-day retreat in April due to under-enrollment, and paid a \$1,000 cancellation fee. We were able to make up the days with two shorter rentals later in the year.
- *University of Rochester Mindfulness in Medical Education* retreats. These are led by Mick Krasner and Ron Epstein: One 3-day retreat at \$1,200/day. They have scheduled two retreats for 2015.
- *University of California at San Diego: Mindfulness Center*. Mindfulness-Based Stress Reduction retreats directed by Dr Steve Hickman: One 5-day retreat and one 6-day retreat. UCSD rented at \$1,300/day for the 5-day and \$1,400 for the 6-day (the higher rate is based on a larger number of participants and the support needed from us). In 2015 they have one 6-day rental scheduled.
- One 1-day retreat led by Mick Krasner. \$1,000/day
- 5-day *Heartwork institute* retreat led by Dale Goldstein, RZC member. \$1,200/day

New Groups:

- *Mankind Project*: Zen retreat led by Doshin Michael Nelson Roshi. 3 days, \$1,300 per day. They are inquiring about a 3 or 6 day in 2015.
- *Transcendental Meditation, TM*: led by Larry Pardo: 3-day retreat in November. They booked a 2-day with us in 2013. Their rate is \$1,300/day.
- *Rochester Gay Men's Chorus*: Overnight in November. They missed us last year due to a scheduling conflict and a late request from them. Their rate is \$1,300.
- *Centre of Gravity, Inc.*: Zen and yoga retreats led by Shoken Michael Stone, Toronto. One 7-day was held in July and they have a 4-day scheduled over the New Year: \$1,300/day.

2015 Addition

- *Rising Sun Yoga*: Williamsville, NY: They have a 2-day weekend request for February, 2015, at \$1,300/day.

- *OhmSwami, Toronto*: Hindu retreat led by OhmSwami, an Indian teacher living in Nepal and coming to the West for a limited time in May to lead a series of retreats. This has yet to be confirmed, but will be for 7-days. Retreats are held in silence and the Sangha is mostly Indian.

Notes:

Catering:

1. *Orange Glory* caters for physician, TM and university groups. Gretchen Targee cooks for SIMT, Mankind Project and Centre of Gravity. We have recently added a vegan cook who is willing to deliver prepared meals. She is a new RZC member, Andrea Parros, and she owns the Red Fern Restaurant. Other groups bring their own cooks. Groups make independent financial arrangements with caterers.
2. The cost of transport from Rochester and Buffalo airports to and from Chapin Mill continues to be a significant financial consideration for groups. Some arrange for a shuttle service and require participants to use the Rochester Airport. Others arrange a taxi service from either Buffalo or Rochester. A current one-way trip by taxi is \$100 plus tip from Rochester, and \$120 plus tip from Buffalo. We keep this expense in mind when establishing daily rates. Others drive here or rent a car.
3. Generally speaking, we have had little rental damage. Any damage is covered by the security deposit. The most recent problem was a damaged patio stone, but the damage is minor. We still have a permanent ink spot left by a Tibetan monk on the dokusan room carpet!

Rental Committee:

The Rental Committee composed of Eryl Kubicka, Kit Miller and Andrew Stern met earlier in the year. The committee decided to raise the daily rate by \$100 per day to \$1,300, and the daily member rate by \$100 per day to \$1,200. Since we are meeting our target goal of 50 days of rental per year, there has not been a need to discuss per-person rates for smaller groups, although the Committee may decide to open up this option in the future. Higher rates were considered, but the distance from the airport and the fact that groups need to contract with a caterer for meals led the Committee to recommend a modest increase, with the an increase to \$1,400 for new groups in 2015.

Cecily Fuhr did some research for us last year, and found out that Notre Dame (a similar facility) charges \$95/person/day. This fee covers 3 meals and unlimited coffee and tea. Another facility now offering meals as well as facility rental is Pendle Hill, a Quaker community in Philadelphia. UCSD has contracted with them in 2015 for their Mindful Eating course because we were unable to offer them the dates they needed



to match their teachers' schedules. The advantage to Pendle Hill is their proximity to Philadelphia and the fact that they are on the main train line and relatively close to the airport, and that they provide meals.

We have set a per person rate of \$30-\$60 for individual overnight stays, depending on whether any meals are shared. Overnight for members is the same as in Rochester, \$15.

Weddings are limited to RZC members, and the current charge is \$1,000. (Typically weddings are very time intensive for Chapin Mill staff.)

Comments from guests are very favorable concerning the building and the surroundings and the experience of Chapin Mill. People frequently say they are "blown away" by the general beauty of the building and the quiet. Personal transformations in many participants are observable over the days spent here!

Respectfully submitted,

Eryl Kubicka

Rental Coordinator

## Appendix G

## Columbarium Task Force Report

Task Force members: Eryl kubicka, Wayman Kubicka (co-chairs), Chris Pulleyn, Deborah Zaretsky, Tom Kowal

The Task Force has spent the last three months working on an approval process with the Stafford Town Board. The placement of cremains on Chapin Mill property requires clearance from the Genesee County Public Health Department. The text of our request to the County Board is incorporated in this report. It summarizes the steps taken so far. We hope to get a positive written ruling from that Board following their October 10 meeting. We will then complete the approval process by meeting with the Town of Stafford Board. They will make a final decision.

There are a couple of steps the RZC Board needs to take:

- Affirm by vote that “the Other Shore” is the location for the columbarium, presuming that we get approval.
- Advise the Columbarium Task Force on next steps in the design process. At minimum it would be good to affirm the plan to have terraces. The Task Force can then present some ideas on how those terrace walls might be constructed and the costs involved in each option. Placement of other elements or decisions about other elements can happen later. We have Helen Fuller’s topographic model that will be available for the Trustees at the meeting. The model does provide an accurate visual of the space, regardless of future decision on aesthetics.

Submitted by Wayman Kubicka and Eryl Kubicka

Co-Chairs, Columbarium Task Force

October 3, 2014

*Appended below is a copy of the letter that was submitted to the Genesee County Public Health Board, along with photographs of the other shore location showing the stakes and terraces and the general proximity to the pond and forest surroundings:*

*A request to create an area for the placement of cremains (cremated human remains) on the property of the Chapin Mill Retreat Center, a not-for-profit religious facility owned by the Rochester Zen Center, and located at 8603 Seven Springs Road, in the Town of Stafford, New York*

September 30, 2014

Dear Genesee County Public Health Board Members,

We have undertaken an extensive process of consulting with various authorities in order to understand the approval process and requirements of this request.

At the suggestion of Lester Mullen, the Code Enforcement and Zoning Officer in the Town of Stafford we visited with Bob Carlson in Leroy, who functions as a consultant regarding cemeteries for the Town of Stafford, to start to learn about what might be required.

Bob Carlson sent us to Sam Sciria, the Head of the New York Division of Cemeteries for Western New York. Mr. Sciria referred us to his assistant Cindy Craig. Ms. Craig informed us that the New York State Division of Cemeteries does not have jurisdiction over religious not-for-profit corporation columbaria. Religious not-for-profit corporations fall under local regulation, which for us means the Town of Stafford.

Ms. Craig referred us to the New York State Division of Cemeteries website to check on the religious corporation guidelines. We have had our lawyer review these guidelines and there is no apparent impediment to proceeding with our proposal.

As part of the process Lester Mullen suggested that, to be sure that the area we are interested in developing is not in a wetland area, we consult with the office of Bob Berkemeyer of the Genesee County Soil and Water Conservation District. Elizabeth Bentley, working under District Manager George Squires, ascertained that the proposed location is not in a wetland area.

We then consulted with Walter Kershenski, the Stafford Town Clerk, who sent us back to Lester Mullen to ask about possible zoning restrictions regarding the placement of cremains. Mr. Mullen then referred us to the Genesee County Department of Public Health. He said that the Town of Stafford would require written approval from the Genesee County Department of Public Health regarding the placement of cremains.

We contacted the Genesee County Department of Public Health, and spoke to the Director of the Environmental Division, Mr. David Whitcroft. Mr. Whitcroft asked us to submit this written request to the Public Health Board.

We are attaching some pictures of the proposed area. The actual ashes would be in some sort of container placed on or within the walls of a planned terraced area. We have been informed by Code Enforcement and Zoning Officer Lester Mullen that there is no restriction on terraces less than 6 feet high, and our planned terraces would be less than 3 feet high. Whereas the burial of actual bodies must not be closer than 100 feet to wetland or water areas, the location of cremains has no such limitation as far as we know. However, our planned terraces would not be closer than 32 feet to the shore edge of the Chapin Mill Pond.

Sincerely,

Wayman (Louis) Kubicka

Eryl Kubicka

Chapin Mill Retreat Center

Rochester Zen Center



Paul A. Pettit, MSL  
Public Health Director

# GENESEE COUNTY HEALTH DEPARTMENT

3837 West Main St. Rd., Batavia, NY 14020-9406  
Phone (585) 344-2580 ext. 5000  
Fax (585) 344-4713  
[www.co.genesee.ny.us/departments/health](http://www.co.genesee.ny.us/departments/health)



**Public Health**  
Prevent. Promote. Protect.

David G. Whitcroft  
Deputy Public Health Director

G4 of 5

October 9, 2014

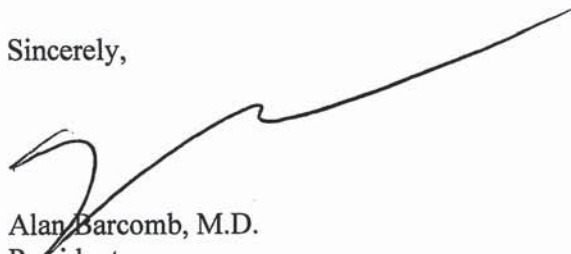
Wayman Kubicka  
Eryl Kubica  
Rochester Zen Center  
7 Arnold Park  
Rochester, NY 14607

Re: Chapin Mill Retreat Center

At its meeting held October 7, 2014, the Genesee County Board of Health reviewed your request to create an area for the placement of cremains on the property of the Chapin Mill Retreat Center, located at 8603 Seven Springs Road in the Town of Stafford.

Due to the nature of this activity, which is not regulated by the Genesee County Health Department, the Board is unable to either approve or disapprove your request. However, the Genesee County Board of Health has no objections to proceeding with the project based upon you researching and being compliant with appropriate oversight agencies and any local approvals that may be required.

Sincerely,

  
Alan Barcomb, M.D.  
President  
Genesee County Board of Health

cc: Robert Clement  
Supervisor, Town of Stafford

Lester Mullen  
CEO/ZEO, Town of Stafford

*Robert Clement and I Lester Mullen discussed  
this issue and have no problems as  
long as its is shown on site plan.*





## Appendix H

## Safety Committee Report

Members

Eryl Kubicka, Chair

Wayman Kubicka, Chapin Mill

Ananta Brückner, Arnold Park

John Pulleyn, Arnold Park

Workplace Safety Training and Supervision

We were looking for suitable *short* courses on workplace safety and have finally found an option offered by J.J. Keller & Associates, Inc. These courses would have been free if the Utica Mutual Insurance Company had continued to cover the RZC for workers' compensation insurance, but even though they terminated us, we can still purchase individual on-line courses. The Safety Committee staff will review the courses and pick one or two of the most relevant both for Arnold Park and Chapin Mill.

At Arnold Park, Ananta and John provide instruction on use of table saw, rip saw, power washer, ladder safety, and working around construction and painting areas. Everyone using tools is expected to use appropriate protective gear at both locations.

At Chapin Mill, Wayman and Dan Esler provide instruction on power tools, chain saws, ladder use and small vehicle driving to staff and volunteers. Labels have been added to the chain saws warning against use for brush cutting. The guard for the main power saw was located and re-installed, and another saw that lacked a guard was taken out of service.

Safety officers do spot checks during work periods. For example, a supervisor might see someone at Chapin Mill using a chain saw without a hard hat and protective eye wear, or someone not wearing work gloves or closed shoes.

It is now recommended that kitchen workers wear shoes in the kitchen during session work periods.

Reported Injuries and Near Misses

There have been no near misses reported since May. Minor kitchen injuries have been addressed with first aid. AED batteries are functional.

### Fire Safety

1. Fire extinguishers are checked annually and refilled as needed by Churchville Fire Safety. The Retreat Center kitchen hood fire-protection system is checked twice a year, and the large canister was replaced.
2. In the past six months there have been fairly frequent Time Warner internet outages which affect Chapin Mill telephone service and fire monitoring. This proves the importance of the landline that was installed earlier this year. This landline is now the primary line, and we have had no calls from the fire monitoring service since!
3. The “wet pendants” in the Retreat Center Phase II fire-sprinkler system were replaced with “dry pendants.” This will enable us to safely keep the temperature in the unoccupied building in the 40’s during winter.

### Vehicle Safety

No problems reported.

Submitted by

Eryl Kubicka

October, 2014



## Appendix I

### Special Events Committee Report

The Special Events Committee coordinated two joint committee meetings during the summer months, which were focused on making some decisions regarding the Center's fiftieth anniversary. The meetings were attended by members of the Special Events, Sangha Engagement and Development and Outreach Committees. Although the plans are still somewhat fluid, the celebration will include a commemorative ceremony and celebration weekend on July 3-5, 2016, with events at both Arnold Park and Chapin Mill, a photo and memorabilia display at Arnold Park, a public concert (Leo Kottke performance – date to be confirmed), and a public lecture (nationally recognized speaker to be confirmed). The Committee is also exploring the possibility of a Buddhist art exhibit cosponsored with a local university. In the coming weeks, the Committee will establish set of task forces to move forward with the planning process.

Donna Kowal, Chair

## Appendix J

## Sangha Engagement Committee Report

Background

In the summer of 2011, a survey was taken to gauge the interest of Sangha members in participating in and leading various group activities. The response to the survey was very strong: 136 responses were received. The results of this and subsequent surveys informed the mandate of the Sangha Engagement Committee.

The mission of the Sangha Engagement Committee is to enhance the membership experience of the Sangha. The Committee does this through programs that enrich, and add dimension to, practice “off the mat.” We believe that practice “off the mat” supports and strengthens formal practice, particularly for beginning practitioners. Programming ideas fall under three broad categories, all of which are practice-related and practice-enhancing:

1. *Learning about Buddhism*: lecture series, classes, and field trips
2. *Community service*: volunteering at food banks and homeless shelters; activities designed to strengthen our sense of compassion and develop the crucial link between the zendo and the world
3. *Strengthening the Sangha*: social activities (such as hiking or potluck dinners) that are designed to strengthen the sense of Sangha and to help people feel more connected to each other. We believe that if people feel connected to other Center members, they will feel more connected to the Center itself, thus enhancing the membership experience and contributing to the retention of members.

Committee Membership

Kathy Collina (chair), Devin Wiesner, Andy McClain, Deborah Zaretsky

Sangha Engagement Activities to Date

The Sangha Engagement Committee is involved in a number of one-time and continuing Sangha activities. The members of the Committee do not directly lead all of these activities; some are led by other Sangha members. For those led by others, the Committee tries to coordinate with the group leader and help solve any problems that arise.

Past and current activities and events include the following:

*Old Age, Sickness, and Death: The Buddha's Journey* – a discussion and support group that meets periodically and at member request. About 5-8 people regularly attend the group, which is currently facilitated by Wayman Kubicka.

*Scholar-in-Residence Lecture Series* – This year we saw the return of Dr. Anthony Cerulli, Assistant Professor of Religious Studies and Asian Studies at Hobart and William Smith Colleges. His three lectures were titled “The Four Noble Truths in Context,” “Buddhist Teaching, Buddhist Experience,” and “Buddhism after the Buddha: Cultures of Buddhism in Asia and Elsewhere.”

*Seeing Through Racism* – a discussion group led by Jim Thompson that meets regularly with the goal of minimizing our separation from others. Since racism is one of the most insidious sources of dukkha in our culture, we strive to gain personal insight into it. We seek to abandon it on an individual level, to dismantle it on an institutional level, and to uproot it in our Sangha. The group sponsors discussions, chanting, videos, and other activities.

*Quarterly Potluck Dinners* – The dinners are open to members, guests, and recent workshop participants. If, when a workshop is held, a date has been set for an upcoming potluck dinner, an announcement is made inviting workshop participants. This year, evenings of board games have often been scheduled to follow the dinners.

*Serving Meals to the Hungry* – Committee member Andy McClain leads a group of 10-15 volunteers at the Asbury Caring and Dining Center. The volunteers prepare and plate meals and also give full table service to 60-120 guests. The only date remaining in our schedule for this year is Sunday, November 23. Our shifts begin at 11:00 AM and run until about 1:45.

*Adopt-A-Highway Program* – Andy McClain took the lead in linking the Zen Center with the Adopt-A-Highway program, an opportunity for New Yorkers to give back to their communities by ensuring clean and beautiful roadways. The RZC was given a segment of Interstate 490 between Rochester and Batavia. We’ve conducted several clean-ups of our segment on Saturday mornings, with lunch provided for staff and volunteers afterward.

*Poetry Workshops* – Dwain Wilder and Valentina Kutiyfa led a series of Sunday workshops titled “Touching Poetry, Touching Zen” at Arnold Park. The workshops followed Sunday brunch and included readings of poems and prose, followed by group discussion.

### Budget

We require a modest budget for our programming. The Committee requests \$600 for the 2015 guest lecture series.

Kathy Collina, Chair

## Appendix K

### Facilities and Sustainable Operations Committee Report

#### Chapin Mill Retreat Center roof

The roof on Phase I of the Retreat Center was replaced at the end of August, and the contractors did a great job.

Now that the roof has been replaced, we have resumed researching the possibility of a photovoltaic solar system. The Phase I roof is the ideal location for such a system, and at this point we are just getting updated quotes and researching possible financial incentives. From our previous discussions on solar power it was determined that, if financially feasible, it would be best to purchase the system outright as opposed to the leasing option, because of legal concerns involving our nonprofit status.

#### Chapin Mill MAPP book

Here's an update from Jeanette Prince-Cherry on the Chapin Mill Maintenance and Preservation Plan (MAPP) Project:

As I understand it, the Board of Trustees originally wanted a record of periodic maintenance (PM) needs for the Retreat Center. But about six months into the project, Wayman and I widened the scope to include the outbuildings – farm house, mill house, guest house, barn, and cabin.

In the year the MAPP project has been underway, a complete cycle of seasonal PM events has occurred and, more importantly, been recorded. Now the project is almost finished. With only bits and pieces of information to gather into the MAPP, I think all will be done by the close of 2014.

No work has begun on updating the Arnold Park MAPP or on creating one for the Business Office.

—Jeanette Prince-Cherry

#### Anticipated major repairs and capital improvements

Below is a list of anticipated major repairs and capital improvements for the Board to consider for the budget in the future. At this point the cost estimates are simply my best guess, along with the projected time the work will need to occur.

##### *Arnold Park*

- Hot Water

It takes a very long time for hot water to reach certain bathrooms in both 5 and 7 Arnold Park, resulting in wasted water and heating gas. Some of the water tanks are near the end of their expected lives, and it may be worth considering redesigning the plumbing arrangement,

which is clearly a product of the early do-it-yourself staffers. Estimate: \$1,000-\$5,000 depending on the extent and how much we would need to hire out.

- Buddha Hall roof and insulation:

I took a closer look at the roof a few weeks ago, and it is worse than I originally thought. We may be able to get another 2-3 years out of it, but I wouldn't be surprised if there are already some minor leaks. It would make sense to improve the insulation at the same time, because we are paying for the yoga rental group's heat, and they tend to keep the heat turned up. Anticipated cost for roof replacement (low end for asphalt, higher for slate to match 5 Arnold Park): \$20,000-\$60,000. Insulation: \$3,000-\$5,000. Chris Pulleyn is aware of a possible grant that we might qualify for that could help with these repairs. She is continuing to track the process so that we can prepare an application.

- Parking lot bricks

Not an urgent issue; however there are some areas where the bricks are in very rough shape and could be a tripping hazard. We may be able to make spot repairs ourselves as time goes on, but it might be worth considering having a professional do the work.

- Dining room expansion or new zendo

Pipe dream. Estimate: Maha-dolla!

### *Chapin Mill*

- Barn floor

Urgency: As soon as possible. Cost: \$7,000-\$8,000 in materials. We could do the work ourselves. The floor is currently a patchwork of repairs on top of the original beams made of logs, and added supports of severely rusted steel. Some of the beams are failing, resulting in an uneven and bouncy floor. The floor is used to park Andris' car and for the woodworking shop. Potential hazards include: car falling through; heavy power machinery doesn't have a solid base; people tripping into sharp power tools.

- Retreat Center boilers

Expected remaining life is 5 years. There are currently two low efficiency units; however Wayman has developed a method to run only one of them at a time for minimal heating demands. Cost: \$15,000

- Dredging pond

Urgency: Depends on your dislike of muck and cattails. Cost: \$75,000-\$100,000

- Farm House roof

Urgency: 5 years. Cost: \$15,000. There is currently an asbestos-based roof on the house, and depending on the need to remove it with proper abatement procedures, this could drive the price up.

- Guest Cottage roof:  
Urgency: unknown. Cost: we could likely do it ourselves for \$300, but might be worth having it done at the same time at the Farm House when that happens, which would probably add \$900 to the job.
- Farm House wall insulation  
Urgency: would be nice. Cost: \$2,000-\$3,000.
- Mill House updates  
To be investigated.

Tom Kowal, Chair  
Facilities and Sustainable Operations Committee