

DRAFT – Subject
to Approval by
Board of Trustees



ROCHESTER ZEN CENTER
A BUDDHIST COMMUNITY

BOARD OF TRUSTEES MEETING

October 24-25, 2015

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., Sensei Gerardo Gally, 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 and Head of Zendo

- ◆ The Board approved the Business Manager's financial report for the third quarter of 2015, a copy of which is filed with these minutes as Appendix A. As of the end of the third quarter, total operating revenue (\$254,569) and expenses (\$353,882) were as expected in view of the 2015 budget, as well as past-year, third-quarter financial results. Year-to-date membership contributions (\$95,380) were slightly less than in 2013 (\$96,167) and 2014 (\$96,895). However, Chapin Mill rental income will likely be substantially higher this year than in years past. Utility expenses both at Arnold Park and Chapin Mill have declined compared to last year, when those expenses were particularly high due to an unusually long and cold winter. Even though we've spent more than expected from a number of expense budgets as of the end of third quarter, cost savings in a number of other areas have resulted in total expenses remaining within budget: Three-quarters of the way through the year, we had spent 73 percent of the total 2015 expense budget. Scott explained the reasons that certain expenses have so far been higher than expected as follows: Staff medical expenses at Chapin Mill are high largely due to

a serious accident suffered outside of work by a staff member who is on a high-deductible health-insurance plan. Chapin Mill kitchen expenses are higher than expected due to the larger-than-anticipated number of staff and trainees working at Chapin Mill this year. Chapin Mill repair-and-maintenance expenses are higher than expected largely due to major HVAC and refrigeration repairs in the Phase I portion of the Retreat Center, which is now more than a dozen years old. Chapin Mill auto expenses are high because of extensive repairs to the 1999 Ford F-250 pickup truck and the 1998 Honda Accord that are used at Chapin Mill; however, repairing these vehicles was still a far more economical option than replacing them. Because of weakness in the stock market, particularly during the third quarter, as of September 30 the value of the Center's Investment Fund had decreased by \$60,980 since the beginning of the year, after withdrawal of \$45,309 as an operating draw from investments. (The operating draw is computed as five percent per annum of the three-year lagged average value of the Fund.)

- ◆ Scott reported on behalf of the Task Force on Staff Medical and Dental Coverage, which comprises Scott, Cecily Fuhr, and John Pulleyn. The Center has retained an excellent attorney with expertise in employer health benefits to advise us regarding how we might continue to provide necessary medical and dental benefits to employees at a lower cost to the Center, while at the same time complying with the new and very complex requirements of the Affordable Care Act. That Act arguably represents the most significant regulatory overhaul of the nation's health-care system since the establishment of the Medicare and Medicaid programs in 1965. A very generous Sangha member is donating the cost of this legal advice. Over the years, the increased cost of employee medical and dental benefits has become a real barrier to the Center's ability to accept qualified applicants for long-term residential Zen training. By working with our attorney and our health-insurance broker, we hope eventually to reduce the Center's costs sufficiently to make it financially feasible to increase the size of the Center's staff and thereby afford long-term Zen training opportunities to those we are currently unable to accept on account of financial constraints.
- ◆ The Business Manager reported on behalf of the Finance Committee. The Committee's members are Scott Jennings, Colleen O'Brien, and John Pulleyn. The Committee had recently met with the Center's Merrill Lynch investment advisor. One of the continuing topics discussed at that meeting was the allocation of assets held in the Investment Fund. Those assets were allocated as follows on September 30, 2015: equity investments, 63 percent; fixed-income investments (including mortgage loans), 22 percent; cash and money market funds, 15 percent. The Committee's goal, as previously determined by the Board, is to have no more than 60 percent of the Fund's assets invested in equities. However, increases in the value of the Center's equity investments, coupled with the continuing payback of the mortgage loans held in the Fund, have resulted in equities' composing 63 percent of the Fund's assets. Nonetheless, because interest rates on fixed-income investments are currently so low, the Committee is hesitant to make additional investments in bonds and the like at this time. Considering that money-market interest rates are near zero and that fixed-income investments are currently unattractive, the Board authorized the Committee to invest up to \$100,000 of the cash and money-market fund

portion (\$181,923 as of September 30) of the Center's Investment Fund in high-quality "blue-chip" equities (i.e., stocks of large, financially-fit companies with dependable earnings and solid reputations), even though this would increase the current share of equities in the Investment Fund to approximately 70 percent. The Committee will continue to monitor the investment environment and to meet periodically with our investment advisor.

- ◆ As a follow-up to last meeting's discussion of replacing the deteriorating roof on the Buddha Hall, the Board increased the 2015 Arnold Park capital expense budget by \$28,778, which is the total cost of the roof replacement.
- ◆ The Board discussed the Business Manager's proposed 2016 budget, a copy of which is filed with these minutes as Appendix B. The proposed 2016 budget of \$503,900 for operating expenses represents a four percent increase from 2015. Scott noted that, despite the increase in some budgets such as repairs and maintenance, insurance, and kitchen expenses, many of the other individual operating expense budgets either remain unchanged or have been reduced.

The 2016 budget for operating revenue is \$410,000, based, inter alia, on projections that 2016 membership contributions will be slightly higher than in 2014 and that net Chapin Mill rental income will increase to \$69,000, a figure based on prospective renters' reservations for next year, as well as some increase in the daily rental rate. Inclusion of an expected five-percent investment draw of \$61,400 thus results in a projected operating deficit of \$32,500 for 2016. However, were 2016 membership contributions to increase, this operating deficit could be reduced or eliminated.

Scott noted that the main cause of the projected deficit is the large number (18) of paid employees we currently have. Since each employee costs the Center a total of between \$11,600 (for starting employees) and \$17,900 (for the most senior employees) per year in health insurance, salary, food, and workers' compensation insurance, the most certain way to reduce the projected operating deficit would be to let the number of employees fall through attrition. However, as noted above, we hope to reduce the Center's health-insurance costs sufficiently to make it financially feasible to maintain, or even increase, the size of the Center's staff.

At the conclusion of its discussion, the Board approved the proposed 2016 budget, with the understanding that the cost of employee health and dental care, as well as the net cost of the Center's fiftieth anniversary celebrations, are still to be determined.

- ◆ Roshi left the meeting. Acting pursuant to section II(E) of the Center's by-laws, the Board acquiesced in the Compensation Committee's proposal that the Abbot be granted a one-time salary bonus of \$1,767.20. For tax purposes, the Board also designated this additional \$1,767.20 as part of the Abbot's 2015 clergy housing allowance. Including the one-time bonus, the Abbot's total salary for 2015 will now be \$16,317.20, of which \$15,117.20 will constitute the Abbot's total 2015 clergy housing allowance. Roshi returned to the meeting.

- ◆ 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 approved the Business Manager’s recommendation that \$206.75 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, \$50 is for renovations to the Auckland Zen Centre’s building, \$90 is for zazen cushions, and \$66.75 is for books. 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 Board thanked Colleen for participating in the financial portion of the meeting via teleconference from Pittsburgh. Colleen thereupon left the meeting.
- ◆ The Board approved the minutes of its May 16-17, 2015, meeting, as submitted by the Secretary on July 22, 2015, and the minutes of the May 23, 2015, Annual Corporate Meeting of Members, as submitted by the Secretary on July 23, 2015.
- ◆ Cecily reported regarding the status of the Cleveland Zazen Group, a sitting group partly composed of Rochester Zen Center members. The Group has now incorporated in response to the Board’s concerns relating to insurance and liability issues. Cecily will continue to work with the Group’s leader, Susan Rakow, on these issues.
- ◆ The Board reviewed the membership of the Center’s standing committees and task forces. The Board added Sangha member David Kernan, Esq., to the Legal Affairs Committee. The other members of that Committee are Cecily Fuhr, Esq., Scott Jennings, Esq., Karl Kieburtz, M.D., and Thomas Roberts, Esq.
- ◆ Tom Roberts reported that he had spoken with a Center member who wishes to make a donation to the Center for the purpose of helping to support retired Zen Center Abbots in their old age. Tom also reported that he had discussed the possibility of the Center’s establishing such a fund with David Kernan, Esq., whose legal practice focuses on taxation. Mr. Kernan advised that contributions to such a fund should be tax deductible so long as disbursement of monies from the fund is subject to the discretion of the Center’s Trustees upon their determination that the disbursement appropriately furthers the Center’s mission in accordance with section 170(c)(2) of the United States Internal Revenue Code. In this regard, Mr. Kernan advised that the Center’s Trustees should have the discretion to stop disbursing monies from the fund for a retired Abbot’s benefit if the Trustees determine that the monies should be used for some other religious purpose. The Board thereupon instructed the Business Manager to establish an Abbot’s Retirement Fund, which shall be for the primary purpose of helping the Center support its retired Abbots in their old age. Disbursements from the fund shall be made in the Board’s discretion upon its determination that a disbursement will appropriately further the Center’s mission. The Business Manager will inform donors to the Fund that, although the Fund’s prima-

ry purpose is to help the Center support its retired Abbots in their old age, the Center's Trustees retain the discretion to stop disbursing monies from the fund for a retired Abbot's benefit if the Trustees determine that the monies should be used for some other religious purpose.

- ◆ The Board adopted the following charter for the Garden and Grounds Committee:

The Committee shall set policies and make major decisions regarding plantings and hardscape features (nonliving or man-made fixtures) at both Chapin Mill and Arnold Park. In particular, the Committee's approval shall be required for (1) the planting or removal of trees or shrubs, (2) any substantial change to overall landscaping, including the planting or removal of significant vines or large numbers of perennials or bulbs, (3) the planting or removal of any plants, including annuals, that will be particularly prominent or noticeable, or (4) any significant addition, removal, or change involving hardscape features. Although the Chapin Mill and Arnold Park garden supervisors may make minor changes to plantings or hardscape features without seeking the Committee's approval, they are encouraged to consult with the Committee chair in doubtful cases. If the Chapin Mill or Arnold Park garden supervisor is also the Committee chair, he or she is encouraged to consult with the other garden supervisor in doubtful cases. The Committee shall also set general policies and make major decisions regarding vegetable gardens and forest management at Chapin Mill when the matter is not of sufficient magnitude that involvement of the Board of Trustees would be appropriate. Minor decisions regarding such matters may be made by the Chapin Mill garden supervisor or the Chapin Mill Caretaker, as appropriate.

- ◆ The Board instructed the Business Manager to review and draft proposed updates to the "Decision Matrix" document that describes decision-making processes at the Center with regard to (1) operational and organizational decisions and (2) financial decisions. The most recent version of this document was adopted by the Board at its October 2013 meeting.
- ◆ Cecily Fuhr left the meeting. The Board ratified and confirmed the amendments to the Center's by-laws that the Board had previously made at its October 2014 meeting in response to enactment of the New York Non-Profit Revitalization Act of 2013. The current action was taken without Cecily's participation on the recommendation of the Center's legal counsel, who has advised us that under the Act Cecily's status as a Center employee precludes her participation in the adoption of by-law amendments governing conflicts of interest and related-party transactions. Cecily thereupon returned to the meeting.
- ◆ Board chairman Tom Kowal discussed his plans to join the Center's staff as an employee early in 2016. Tom plans to help with long-term planning at Chapin Mill, while working there and learning from current Chapin Mill Caretaker Wayman Kubicka about systems and procedures relating to the management of the property and facilities. Both Roshi and the Trustees believe that it is very much in the Center's best interest for Tom to learn as much as possible from Wayman, so that Tom will be in a position to succeed Wayman at such time as Wayman no longer serves as Caretaker. In view of the Board's recommendation – adopted at its last meeting – that Zen Center employees should not also

serve as Trustees, except in extraordinary circumstances, Tom informed the Board that he had decided to resign as a Trustee, effective as of the end of the current meeting. The Board thanked Tom for his more than three years of service on the Board and, acting pursuant to Article III(A)(1) of the Center's by-laws, elected Chris Pulleyn as Board chairman, effective upon Tom's resignation. In addition, acting pursuant to Article III(C)(1) of the by-laws, the Board elected Sangha member Jonathan Hager, M.D., as successor Trustee to fill the vacancy created by Tom's resignation. Under Article III(C)(1), Jonathan will serve until the next annual corporate meeting of Zen Center members in May 2016. Despite his resignation as Trustee, Tom will continue to serve as chairman of the Center's Committee on Facilities and Sustainable Operations.

- ◆ The Board adopted a resolution, filed with these minutes as Appendix C, designating the signatories for the Center's account at the Genesee Co-op Federal Credit Union as follows: Peter (Bodhin) Kjolhede, President and Abbot; Scott Jennings, Secretary and Business Manager; Thomas Kowal, Chairman, Committee on Facilities and Sustainable Operations; and John Pulleyn, Head of Zendo. The Board also authorized the Business Manager to make a corresponding change, which does not require a corporate resolution, to the Center's Merrill Lynch account.
- ◆ Wayman Kubicka, who serves as Chapin Mill Caretaker and Head of Zendo, joined the meeting to report on Chapin Mill. Wayman's written report is filed with these minutes as Appendix D. Wayman reported that we currently have six residents living at Chapin Mill: five staff employees and one trainee. Six or seven local Batavia-area Sangha members usually join the Chapin Mill residents for sittings on Tuesday evenings, when Wayman offers daisan. In addition to his on-site work at Chapin Mill, Wayman occasionally gives talks on Zen at venues such as Genesee Community College. Along with Sangha members Dwain Wilder and Jim Thompson, Wayman has also been working with prisoners at the Attica Correctional Facility, a New York State maximum-security prison, and with detainees at the Buffalo Federal Detention Facility, an immigration detention center located in Batavia.

Wayman reported that construction has begun on a large housing development of more than 100 units located on former farmland across Seven Springs Road from the entrance to Chapin Mill. In view of the large number of new neighbors who will be living in this development, Wayman suggested that it will likely be prudent to install some type of gate on the drive leading into Chapin Mill. Wayman also reported that the Facilities and Sustainable Operations Committee is continuing to assess security needs and vulnerabilities at Chapin Mill. For example, we have already installed motion-activated lights in the parking area behind the barn and plan to install a video surveillance system that will monitor vehicles entering Chapin Mill.

Wayman reported regarding the proposal, discussed at the last Board meeting, that the Center build a small staff house on the Chapin Mill property in a clearing to the east of the barn and parking area (the so-called "Strawberry Field"). Such a house would be of substantial help in providing for expected future staffing needs at Chapin Mill, while allowing the Kubickas to continue living in the Farm House, and at the same time avoiding interference with the Center's and Andris Chapin's use of

the Mill House or with rentals of the Retreat Center. As requested by the Board, Wayman and Tom Kowal are working with the Facilities and Sustainable Operations Committee to develop more detailed plans and proposals for the Board's consideration. The total cost of such a house would likely be about \$150,000. Donors have already expressed a willingness to give some \$30,000 to \$40,000 toward the project; the remainder would be raised through a private, targeted fund-raising effort. Tom, who has extensive experience with building construction, would be able to supervise the building of the house, while also providing much of the labor. Once we have detailed plans and cost estimates, the Board will make a decision regarding whether to proceed with fundraising and construction.

- ◆ The Board reviewed the written report of the Workplace Safety Committee, submitted by the Committee's Chair, Eryl Kubicka. That report is filed with these minutes as Appendix E. In response to a serious accident that occurred in the Chapin Mill shop in December 2014, a number of new safety measures have been implemented, including the installation of lock-outs on dangerous power tools and additional restrictions of the use of such power tools. In addition, the table saw in the Arnold Park shop has been replaced with a SawStop brand table saw incorporating a safety system that minimizes injuries by stopping the saw blade within five milliseconds of contact with human skin. Wayman Kubicka, who was present at the meeting, noted that anyone who wishes to use the table saw at Chapin Mill now needs Wayman's express permission. The Trustees referred to the Workplace Safety Committee the question whether we should also replace the Chapin Mill table saw with a SawStop.
- ◆ Wayman Kubicka, who is a Co-chair of the Columbarium Task Force, presented the Task Force's report, which is filed with these minutes as Appendix F. Wayman reported that the Task Force has been working with Melissa McGrain, the wife of Sangha member Andy Stern, regarding stonework for the project. Melissa recently gave members of the Task Force a tour of the beautiful stonework in the gardens at her and Andy's home and also offered many helpful suggestions. The Task Force will have a rendering of the proposed columbarium on view during the Center's fiftieth anniversary celebrations next summer and also plans to offer tours of the columbarium site, which is located to the south of the parking area behind the Chapin Mill barn.
- ◆ Tom Roberts reported regarding the proposal by Sangha member Rebecca Mendelson, who is a doctoral candidate in religious studies at Duke University, that Roshi Philip Kapleau's papers, which are currently in the Center's possession, be housed and archived at Duke. The Board approved the proposal in principle and created a Philip Kapleau Archive Task Force. The Board appointed Roshi, Chris Pulley, John Pulleyn, and Tom Roberts to the Task Force and authorized the Task Force to add additional members as necessary. The Task Force will work with Rebecca's academic advisor, Dr. Richard Jaffe, Associate Professor of Religious Studies, and other relevant staff at Duke to frame a detailed proposal for the Board's consideration. As part of creating a complete inventory of Kapleau-roshi's papers, the Task Force will make scans of important documents and will also identify confidential information that may require special treatment.

- ◆ The Board reviewed the written report submitted on behalf of the Committee on Facilities and Sustainable Operations by the Committee's Chairman, Tom Kowal. That report is filed with these minutes as Appendix G. As detailed in the written report, a main focus of the Committee has been exterior maintenance of the various Arnold Park buildings, including replacement of the Buddha Hall roof, replacement of rotted and deteriorated exterior wood on 5 Arnold Park, and exterior painting of 7 Arnold Park.
- ◆ 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 earlier this week. We're again able to report that no complaint has been received by the EAC in the period since its last report to the Board of Trustees."
- ◆ 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 H. The Committee sponsors a number of events, activities, and discussion groups. Among the Committee's recent initiatives were a Saturday-night pot-luck dinner at the Center and a hike at Mendon Ponds Park south of Rochester. Kathy also reported that the Committee is looking into ways that the Center might help new members become engaged with the Center over the long term. Among the possibilities under discussion is a "newcomers group" facilitated by more senior Sangha members.
- ◆ The Board reviewed the written report submitted on behalf of the Special Events Committee by the Committee's chairman, Donna Kowal. Donna's report is filed with these minutes as Appendix I. (Tom Kowal explained that Donna was unable to attend this Board meeting, since she was on a work-related trip to Wrocław, Poland.) The Committee is acting as the steering committee for planning the events celebrating the Center's fiftieth anniversary in 2016. A tentative schedule for those events is included in Donna's written report. Chris Pulleyn and Scott Jennings mentioned that, although we're still in the process of developing a budget for the fiftieth anniversary events, we're hoping to cover a major portion of the expenses through a combination of underwriting by local businesses and ticket sales for Dr. Jon Kabat-Zinn's lecture. In addition, a Sangha member who works for the Microsoft Corporation has arranged for Microsoft to match his membership contributions. Under Microsoft's matching-gift rules, the Center is permitted to use the matching funds for a secular "Community Mindfulness Outreach Program," but not for religious purposes. Accordingly, we plan to use these matching funds to cover expenses associated with sponsoring Dr. Kabat-Zinn's lecture.
- ◆ Chris Pulleyn, who serves as Chair of the Development and Outreach Committee, reported on behalf of the Committee. Among the Committee's continuing projects are the annual fundraising letter sent to members and Friends of the Center in the fall and the Board Chair's letter sent to major donors in the spring. In conjunction with the Special Events Committee, the Development Committee has been

working on plans for next year's fiftieth anniversary celebrations. Fiftieth anniversary projects include finding financial underwriters, designing a fiftieth anniversary logotype, designing and placing advertisements in Buddhist periodicals, and creating a fiftieth anniversary page for the Center's website. As explained in Donna Kowal's written report, the anniversary celebrations will have two main components: a commemorative weekend (July 1-3) and Dr. Kabat-Zinn's lecture on October 15. In addition to current members and friends, we'll also be inviting all former Center members to participate in the celebrations. Although the fiftieth anniversary is not a fundraising event and participants will not be asked for donations, we do plan on including participants in future fundraising solicitations. After the anniversary celebrations, the Committee will return its attention to increasing the Center's endowment from its current value of \$1.2 million to a target level of \$2 million. Such an increase 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 major repair-and-maintenance expenses. Gerardo-sensei commented on the importance of the Center's maintaining an up-to-date "wish list" of specific projects toward which donors can make contributions. His experience working with other organizations has shown that it is often much more effective to solicit contributions for a specific project than to ask for unrestricted donations.

- ◆ The Center's Officers left the meeting, and the Board met in executive session before adjourning for the day.
- ◆ The Board reviewed the written report submitted by the Chapin Mill Rental Coordinator, Eryl Kubicka. A redacted version of that report is filed with these minutes as Appendix J (financial details relating to specific renters have been omitted). As detailed in the report, this year we are renting the Retreat Center to ten groups, with a total of 57 rental days confirmed so far. For 2016 we have 58 rental days confirmed, with another ten possible. Our current rental rate is generally \$1,400 per night; the rate will increase to \$1,500 in 2016. The discounted rate for Center members is currently \$1,300, increasing to \$1,400 in 2016. The Chapin Mill Rental Committee does allow for some flexibility in setting rates for long-term returning renters, with the goal of gradually increasing them to the rates set for new renters. Roshi commented that approximately 60 rental days per year is probably the maximum that we are able to accommodate without interfering with the Center's own use of Chapin Mill.
- ◆ Roshi reported to the meeting regarding spiritual affairs. Roshi first reported regarding affiliates, sitting groups, and sister centers. Our sole formal affiliate, the Madison Zen Center, is on a steady course and is doing well. The Auckland Zen Centre in Auckland, New Zealand, a sister Center led by Sensei Amala Wrightson, is also doing fine; Amala-sensei will soon be arriving in Rochester for a month's visit. Roshi recently visited the Cleveland Zazen Group for a weekend intensive; a number of the participants had attended an introductory workshop in Rochester this past spring. Roshi reported that Sensei Sante Poromaa, who along with his wife, Sensei Kanja Odland, leads Zenbuddhistika Samfundet (Zen Buddhist Association) in Scandinavia, had sanctioned Center member Karl Kaliski as a Zen teacher. Karl leads the Cloud Water Zen Group in Glasgow, Scotland. Another sister center,

the Berlin Zen Center, in Germany, continues to grow slowly, but is still without a facility of its own. Yusan Graham, who leads the Chicago Zen Center, a former affiliate of ours, plans to attend sesshin at Chapin Mill next January.

Jeanette reported regarding the Louisville Zen Center, a sitting group that she leads in Louisville, Kentucky. An anonymous donor has offered to make a substantial contribution in order to help the Louisville Center buy a building of its own. Chris Pulleyn has offered to advise Jeanette regarding how best to undertake a fundraising drive targeted at securing the remaining funds needed to purchase a building.

Gerardo-sensei reported regarding Casa Zen, our sister center in Mexico City. The group is doing well and is slowly growing. The group has suitable rented facilities in the City and has also been holding three sesshin per year at Tapalehui, south of Mexico City. Roshi will be attending a sesshin at Tapalehui this winter. Gerardo also reported that both the Vajrayana and Vipassana forms of Buddhism are quite popular in Mexico, indeed likely more so than Zen.

Roshi reported that the Center hosted the annual meeting of the American Zen Teachers Association (AZTA) at Chapin Mill this past August. Roshi learned from participants at the meeting that at least one American Zen center offers live online streaming of teisho, something that Roshi would also like to try. Esther Gokhale, well-known author of the book *8 Steps to a Pain-Free Back*, visited Rochester in September to lead clinics on posture and body mechanics; she generously led a free session at the Center related specifically to zazen posture. Next week Roshi will be speaking at an environmental symposium titled "On a Planet in Peril and Our Moral Responsibility," sponsored by the Nazareth College Hickey Center for Interfaith Studies and Dialogue. And in November Roshi and other Sangha members will participate in the Rochester March for Global Climate Action to be held in support of the 2015 United Nations Climate Change Conference in Paris.

Roshi reported that we continue to have a large number of resident staff and trainees living at Arnold Park and Chapin Mill. One staff member and one resident trainee are planning to leave in the next few months, and two other staff members may leave during the first half of 2016. Sesshin attendance has been strong recently, and introductory workshops are typically drawing 20 to 40 participants. Our twice-yearly term-intensive programs are quite popular with out-of-town members, who find them a good way to fortify their practice and stay connected to the Center. The Three Jewels Order continues to serve as a way for both its ordained and its lay members to express their commitment to the Dharma.

- ◆ The Trustees and Officers expressed their agreement with the updated guidelines for affiliate leaders that Roshi and John had drafted and circulated for comments and suggestions. Those guidelines are filed with these minutes as Appendix K.

- ◆ The Board set Saturday and Sunday, May 14 and 15, as the dates for its spring 2016 meeting. Also, the Board tentatively set Saturday and Sunday, October 22 and 23, as the dates for its fall 2016 meeting. The Board thereupon adjourned the meeting.

Submitted to the Board of Trustees on December 29, 2015
by Scott Jennings, Secretary of the Center.



ROCHESTER ZEN CENTER
A BUDDHIST COMMUNITY

Financial Report

Third Quarter 2015

ROCHESTER ZEN CENTER
SUMMARY OF THIRD QUARTER 2015 FINANCIAL RESULTS

	2015		2014	
	As of September 30, 2015	9/30/15 as % of 2015 Budget	As of September 30, 2014	9/30/14 as % of 2014 Budget
Year-to-Date Operating Revenue	\$254,569	64%	\$241,611	61%
Year-to Date Operating Expenses	<u>\$353,882</u>	73%	<u>\$344,393</u>	74%
YTD Revenue Less Expenses	(\$99,313)		(\$102,783)	
YTD Operating Draw from Investments	<u>\$45,309</u>		<u>\$42,728</u>	
YTD Net Operating Surplus (Loss)	(\$54,004)		(\$60,055)	
YTD Investment Gain (Loss)	(\$15,670)		\$65,749	
YTD Operating Draw from Investments	<u>(\$45,309)</u>		<u>(\$42,728)</u>	
YTD Net Investment Surplus (Loss)	(\$60,980)		\$23,021	
YTD Legacies and Special Donations	<u></u>		<u></u>	
YTD Total Investment Fund Gain (Loss)	(\$60,980)		\$23,021	

	Operating Fund	Investment Fund	Held for Others	Realty and Art (Carried at Cost)	Total
ASSETS					
CURRENT ASSETS					
Cash & Money Market*	(11,214.98)	181,923.20	16,654.16	0.00	47,902.28
Inventories	5,666.98	0.00	0.00	0.00	5,666.98
Accounts Receivable	35,807.66	0.00	0.00	0.00	35,807.66
Prepaid Expenses	29,405.31	0.00	0.00	0.00	29,405.31
Earmarked Donations (Contra)	(8,711.66)	0.00	0.00	0.00	(8,711.66)
<i>Total Current Assets</i>	<i>50,953.31</i>	<i>181,923.20</i>	<i>16,654.16</i>	<i>0.00</i>	<i>110,070.57</i>
NON-CURRENT ASSETS					
Non-Equity Investments (At Book)*	0.00	196,396.26	0.00	0.00	204,815.08
Equity Investments (At Market)*	0.00	769,548.78	0.00	0.00	900,590.06
Mortgage Loans Outstanding	0.00	80,031.24	0.00	0.00	80,031.24
Depreciable Fixed Assets (Net)	263,219.51	0.00	0.00	0.00	263,219.51
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>263,219.51</i>	<i>1,045,976.28</i>	<i>0.00</i>	<i>5,484,581.34</i>	<i>6,933,237.23</i>
TOTAL ASSETS	314,172.82	1,227,899.48	16,654.16	5,484,581.34	7,043,307.80
LIABILITIES & EQUITY					
CURRENT LIABILITIES					
Taxes, Medicare, SS Payable	1,059.81	0.00	0.00	0.00	1,059.81
Prepaid Income	28,100.00	0.00	0.00	0.00	28,100.00
Other Current Liabilities	3,603.00	0.00	0.00	0.00	3,603.00
<i>Total Current Liabilities</i>	<i>32,762.81</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>32,762.81</i>
LONG-TERM LIABILITIES					
Accrued Staff Departure Fund	0.00	0.00	666.21	0.00	666.21
Auckland Zen Centre Fund	0.00	0.00	43.38	0.00	43.38
Abbot's Scholarship Fund	0.00	0.00	15,944.57	0.00	15,944.57
<i>Total Long-Term Liabilities</i>	<i>0.00</i>	<i>0.00</i>	<i>16,654.16</i>	<i>0.00</i>	<i>16,654.16</i>
EQUITY					
»»Year-to-Date Revenues	254,568.97	(15,670.18)	0.00	0.00	238,898.79
»»(Less Year-to-Date Expenses)	353,882.29	0.00	0.00	0.00	353,882.29
»YTD Revenues Less Expenses	(99,313.32)	(15,670.18)	0.00	0.00	(114,983.50)
»YTD Investment Draw (5% per annum)	45,309.43	(45,309.43)	0.00	0.00	0.00
Year-to-Date Net Surplus (Loss)	(54,003.89)	(60,979.61)	0.00	0.00	(114,983.50)
Extraordinary Income & Expenses	0.00	0.00	0.00	0.00	0.00
Capitalized from Building Fund	0.00	0.00	0.00	0.00	0.00
Interfund Transfers In (Out)	0.00	0.00	0.00	0.00	0.00
Previous Year-End Fund Balances	335,413.90	1,288,879.09	0.00	5,484,581.34	7,108,874.33
<i>Total Equity (Current Fund Balances)</i>	<i>281,410.01</i>	<i>1,227,899.48</i>	<i>0.00</i>	<i>5,484,581.34</i>	<i>6,993,890.83</i>
TOTAL LIABILITIES & EQUITY	314,172.82	1,227,899.48	16,654.16	5,484,581.34	7,043,307.80

*Adjusted to consolidate all Investment Fund money market & cash into single account

ROCHESTER ZEN CENTER

Income and Expense Statement for the Quarter Ended September 30, 2015

Account		3Q2015 Actual	2015 Budget	% of Budget	3Q2014 Actual
GENERAL OPERATING FUND - INCOME ACCOUNTS					
	Net Item Sales Income	\$407	\$1,000	41%	\$583
	Net Special Events Income	\$0	\$0		\$0
40143G	Royalty Income	\$3,674	\$6,500	57%	\$3,136
40150G	Zen Bow Income	\$220	\$600	37%	\$415
40151G	Membership Contributions	\$95,380	\$185,000	52%	\$96,895
4C151G	CM Operating Donations	\$26,737	\$40,000	67%	\$27,481
40152G	Workshop Income	\$10,525	\$15,000	70%	\$11,127
40153G	Training Program Income	\$3,083	\$6,000	51%	\$5,956
4C153G	CM Training Program Income	\$45	\$200	23%	\$0
40159G	Buddha Hall Rental Income	\$10,376	\$13,500	77%	\$10,199
4C159G	Net CM Rental Income	\$54,010	\$52,000	104%	\$42,142
40160/2G	Misc. Income & Contributions	\$9,605	\$12,500	77%	\$6,092
4C160G	CM Miscellaneous Income	\$523	\$300	174%	\$12
40161G	Sesshin Income	\$39,984	\$63,000	63%	\$37,574
	Total Operating Revenue	\$254,569	\$395,600	64%	\$241,611
GENERAL OPERATING FUND - EXPENSE ACCOUNTS					
60170G	Charity Expenses	\$0	\$500	0%	\$0
60171G	Zen Bow Expenses	\$2,254	\$6,000	38%	\$4,243
60172G	Teaching Expenses	\$1,713	\$3,500	49%	\$2,070
6C172G	CM Teaching Expenses	\$66	\$200	33%	\$0
60175G	Medical & Health Insurance	\$59,820	\$83,800	71%	\$62,348
6C175G	CM Medical & Health Insurance	\$16,918	\$18,500	91%	\$12,015
60176G	Staff Salary Expense	\$47,944	\$68,300	70%	\$45,414
6C176G	CM Staff Salary Expense	\$8,955	\$12,500	72%	\$9,511
60177G	Kitchen Expenses	\$31,884	\$43,000	74%	\$34,133
6C177G	CM Kitchen Expenses	\$7,877	\$7,000	113%	\$5,782
60178G	Housekeeping Expenses	\$3,095	\$6,000	52%	\$3,280
6C178G	CM Housekeeping Expenses	\$1,548	\$2,300	67%	\$1,798
60179G	To Staff Departure Fund	\$15,528	\$21,200	73%	\$14,197
6C179G	CM Staff Departure Fund	\$3,993	\$5,300	75%	\$3,993
60180G	Misc Administrative Expenses	\$933	\$1,500	62%	\$665
6C180G	CM Misc Administrative Expense	\$97	\$100	97%	\$225
60181G	Office Expenses	\$3,655	\$4,400	83%	\$3,286
6C181G	CM Office Expenses	\$394	\$500	79%	\$368
60182G	Telecommunications Expenses	\$3,685	\$5,300	70%	\$4,268
6C182G	CM Telecommunications Expenses	\$2,789	\$4,400	63%	\$3,384
60183G	Gas & Electricity Expenses	\$6,780	\$9,700	70%	\$8,886
6C183G	CM Utility Expenses	\$10,009	\$16,100	62%	\$14,303
60184G	Repair & Maintenance Expenses	\$12,434	\$17,000	73%	\$9,153
6C184G	CM Rep & Maintenance Expenses	\$16,665	\$15,300	109%	\$11,055
60186G	Insurance Expenses	\$27,454	\$37,200	74%	\$24,682
6C186G	CM Insurance Expenses	\$16,265	\$22,300	73%	\$14,557
60187G	Fundraising & Advertising Exp.	\$1,000	\$1,500	67%	\$830
60188G	Garden & Grounds Expenses	\$655	\$3,200	20%	\$3,484
6C188G	CM Garden & Grounds Expenses	\$2,331	\$5,500	42%	\$3,330
60189G	Library Expenses	\$41	\$300	14%	\$269
60190G	Automobile Expenses	\$5,851	\$9,000	65%	\$6,207
6C190G	CM Automobile Expenses	\$5,521	\$3,000	184%	\$3,820
60191G	Taxes & Municipal Fees	\$6,248	\$6,700	93%	\$6,066
6C191G	CM Tax & User Fee Expenses	\$3,594	\$4,200	86%	\$3,341
60192G	Computer Expenses	\$2,414	\$3,000	80%	\$3,014
60193G	Banking, PayPal & Crdt Crd Fees	\$313	\$500	63%	\$73

ROCHESTER ZEN CENTER

Income and Expense Statement for the Quarter Ended September 30, 2015

Account	3Q2015 Actual	2015 Budget	% of Budget	3Q2014 Actual
6C192G CM Computer Expenses	\$379	\$500	76%	\$559
60300G Bad Debt Expense	\$100	\$0		\$0
60389G Depreciation Expense	\$15,854	\$21,200	75%	\$15,273
6C389G CM Depreciation Expense	\$6,828	\$8,400	81%	\$5,715
60500G Contingency (Budget Use Only)		\$5,000		
Total Operating Expenses	\$353,882	\$483,900	73%	\$345,600
Operating Revenue Less Expenses	(\$99,313)	(\$88,300)		(\$103,990)
40168G Operating Draw from Investments	\$45,309	\$60,400	75%	\$42,728
Total Net Operating Surplus (Loss)	(\$54,004)	(\$27,900)		(\$61,262)
Extraordinary Income & Expenses	\$0			\$0
CAPITAL EXPENDITURES				
15000G Furniture and Fixtures	\$33,053			\$0
15100G Equipment and Computers	\$0			\$953
15200G Motor Vehicles	\$0			\$8,179
Non-CM Capital Expenditures	\$33,053	\$36,278	91%	\$9,132
1C500G CM Capital Expenditures	\$5,017	\$5,000	100%	\$8,936
Total Capital Expenditures	\$38,070	\$41,278	92%	\$18,068
INVESTMENT FUND				
40167I ML Equity YTD Gain (Loss)	(\$22,198)			\$58,870
40168I Interest Income (IF)	\$6,528			\$6,870
40170I Other Income (IF)	\$0			\$10
Gross Investment Income	(\$15,670)			\$65,749
60168I Operating Draw from Investments	(\$45,309)			(\$42,728)
Investment Income Less Draw	(\$60,980)			\$23,021
40155I Legacies & Special Donations	\$0			\$0
Total Net Investment Fund Gain (Loss)	(\$60,980)			\$23,021

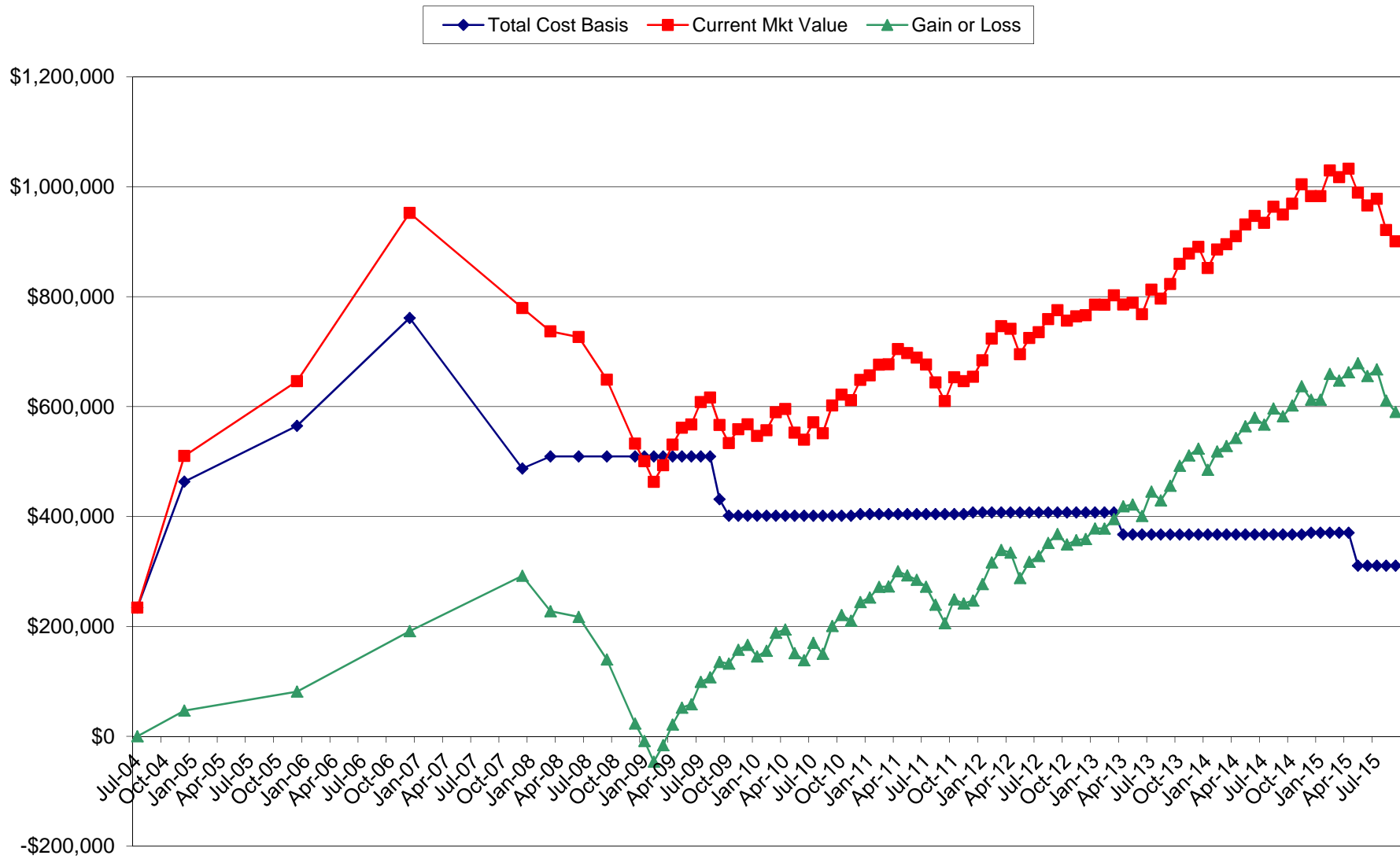
ROCHESTER ZEN CENTER
Past-Year Comparison – September 30, 2015

	30-Sep-15	3Q Average 2010-2014	30-Sep-14	30-Sep-13	30-Sep-12	30-Sep-11	30-Sep-10
GENERAL OPERATING FUND – INCOME							
Net Item Sales Income	407	686	583	425	934	974	512
Net Special Events Income	0	(2,486)	0	492	316	(5,310)	(7,929)
40143G Royalty Income	3,674	4,208	3,136	4,716	3,234	4,844	5,112
40150G Zen Bow Income	220	418	415	337	627	237	475
40151G Membership Contributions	95,380	92,412	96,895	96,167	92,806	92,751	83,439
4C151G CM Operating Donations	26,737	29,467	27,481	27,660	29,084	30,454	32,655
40152G Workshop Income	10,525	11,427	11,127	9,475	11,470	13,500	11,565
40153G Training Program Income	3,083	4,150	5,956	4,474	3,905	2,985	3,430
4C153G CM Training Program Income	45	63	0	0	300	0	15
40159G Buddha Hall Rental Income	10,376	9,865	10,199	10,148	9,912	9,576	9,489
4C159G Net CM Rental Income	54,010	36,799	42,142	43,556	34,545	32,977	30,777
40160/2G Misc. Income & Contributions	9,605	7,037	6,092	6,720	5,864	9,149	7,362
4C160G CM Miscellaneous Income	523	182	12	800	100	0	0
40161G Sesshin Income	39,984	40,791	37,574	43,243	42,096	41,274	39,766
Total YTD Operating Income	254,569	235,019	241,611	248,214	235,192	233,411	216,668
Percentage of full-year actual total	64% of budget	62%	61%	64%	63%	63%	59%
GENERAL OPERATING FUND – EXPENSES							
60170G Charity Expenses	0	168	0	0	0	0	840
60171G Zen Bow Expenses	2,254	4,415	4,243	6,168	2,864	5,179	3,621
60172G Teaching Expenses	1,713	3,973	2,070	3,592	1,206	1,812	11,183
6C172G CM Teaching Expenses	66	64	0	0	153	166	0
60175G Medical & Health Insurance	59,820	50,244	62,348	59,856	49,734	39,456	39,828
6C175G CM Medical & Health Insurance	16,918	9,568	12,080	7,930	10,485	9,692	7,655
60176G Staff Salary Expense	47,944	40,866	45,414	45,748	38,202	37,564	37,399
6C176G CM Staff Salary Expense	8,955	7,564	9,511	8,313	7,079	6,536	6,380
60177G Kitchen Expenses	31,884	28,742	34,083	34,504	27,404	25,020	22,697
6C177G CM Kitchen Expenses	7,877	5,424	5,782	7,155	4,655	5,645	3,883
60178G Housekeeping Expenses	3,095	3,506	3,280	3,288	4,364	2,221	4,377
6C178G CM Housekeeping Expenses	1,548	1,488	1,798	1,111	2,221	1,306	1,006
60179G To Staff Departure Fund	15,528	11,931	14,197	15,972	10,204	10,075	9,206
6C179G CM Staff Departure Fund	3,993	3,549	3,993	3,993	3,549	3,217	2,995
60180G Misc Administrative Expenses	933	1,144	665	704	819	825	2,708
6C180G CM Misc Administrative Expense	97	36	225	55	(100)	0	0
60181G Office Expenses	3,655	3,845	3,286	2,111	4,333	5,358	4,140
6C181G CM Office Expenses	394	231	225	14	312	216	387
60182G Telecommunications Expenses	3,685	4,151	4,188	5,209	4,112	3,496	3,752
6C182G CM Telecommunications Expenses	2,789	2,846	3,384	2,372	2,835	2,913	2,726
60183G Gas & Electricity Expenses	6,780	7,853	8,886	7,719	4,942	7,855	9,863
6C183G CM Utility Expenses	10,009	11,924	14,303	10,077	9,115	11,381	14,746
60184G Repair & Maintenance Expenses	12,434	15,597	8,697	16,101	22,552	16,980	13,657
6C184G CM Rep & Maintenance Expenses	16,665	11,912	10,774	11,631	14,901	15,942	6,311
60186G Insurance Expenses	27,454	22,442	24,682	19,929	23,756	23,190	20,655
6C186G CM Insurance Expenses	16,265	13,015	14,557	11,265	13,630	13,782	11,843
60187G Fundraising & Advertising Exp.	1,000	795	830	1,159	1,100	660	225
6C187G CM Fundraising & Adv Expenses	0	0	0	0	0	0	0
60188G Garden & Grounds Expenses	655	3,364	3,484	2,235	1,629	6,945	2,525
6C188G CM Garden & Grounds Expenses	2,331	4,330	3,330	5,646	5,175	2,260	5,241
60189G Library Expenses	41	87	269	99	0	0	67
60190G Automobile Expenses	5,851	11,294	6,207	8,320	14,935	11,863	15,143
6C190G CM Automobile Expenses	5,521	2,316	3,764	1,458	2,123	1,925	2,311
60191G Taxes & Municipal Fees	6,248	6,031	6,066	6,340	5,894	5,964	5,890
6C191G CM Tax & User Fee Expenses	3,594	2,609	3,341	2,579	2,748	1,711	2,665
60192G Computer Expenses	2,414	1,968	3,014	2,512	1,637	874	1,804
6C192G CM Computer Expenses	379	241	354	446	117	89	200
60193G Banking, PayPal & Crdt Crd Fees	313		73				
60300G Bad Debt Expense	100	0	0	0	0	0	0
60389G Depreciation Expense	15,854	12,364	15,273	14,301	12,425	10,532	9,289
6C389G CM Depreciation Expense	6,828	6,093	5,715	5,871	7,041	5,974	5,862
Total YTD Operating Expenses	353,882	317,992	344,393	335,786	318,149	298,623	293,081
Percentage of full-year actual total	73% of budget	74%	74%	72%	75%	74%	74%
YTD Operating Income Less Expenses	(99,313)	(82,973)	(102,783)	(87,572)	(82,957)	(65,212)	(76,413)
40168G Operating Draw from Investments	45,309	38,867	42,728	40,653	38,681	37,657	34,619
Total Net Operating Surplus (Loss)	(54,004)	(44,106)	(60,055)	(46,920)	(44,277)	(27,555)	(41,794)

ROCHESTER ZEN CENTER
Past-Year Comparison – September 30, 2015

	30-Sep-15	3Q Average 2010-2014	30-Sep-14	30-Sep-13	30-Sep-12	30-Sep-11	30-Sep-10
CAPITAL EXPENDITURES							
15000G Furniture and Fixtures	33,053	16,782	0	938	31,344	4,111	47,515
15100G Equipment and Computers	0	3,252	953	0	5,209	9,031	1,068
15200G Motor Vehicles	0	3,898	8,179	8,235	0	0	3,073
1C500G CM Capital Expenditures	5,017	10,710	8,936	2,040	32,831	6,831	2,911
Total YTD Capital Expenditures	38,070	34,641	18,068	11,213	69,384	19,973	54,567
INVESTMENT FUND							
40167I ML Equity YTD Gain (Loss)	(22,198)	54,548	58,870	96,773	121,271	(38,561)	34,390
40168I Interest Income (IF)	6,528	8,394	6,870	4,993	8,945	9,400	11,764
40170I Other Income (IF)	0	45	10	14	75	46	77
40181I W&R YTD Gain (Loss)	0	5	0	0	73	(135)	87
Gross YTD Investment Fund Income	(15,670)	62,992	65,749	101,780	130,365	(29,250)	46,318
60168I Operating Draw from Investments	(45,309)	(38,867)	(42,728)	(40,653)	(38,681)	(37,657)	(34,619)
Net Investment Fund Gain (Loss)	(60,980)	24,125	23,021	61,128	91,684	(66,907)	11,699
40155I Legacies & Special Donations	0	300	0	1,500	0	0	0
Total YTD Endowment Fund Change	(60,980)	24,425	23,021	62,628	91,684	(66,907)	11,699

Merrill Lynch Equity Account



ROCHESTER ZEN CENTER INVESTMENT FUND – September 30, 2015

<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>
	Equity Investments*	<i>At Market</i>						
14052I	Merrill Lynch Equities Account**	\$769,549		\$769,549	\$179,279	\$590,269		
	IF Equities	\$769,549	63%	\$769,549	\$179,279	\$590,269		
	Cash & Money Market						<i>Current Int Rate</i>	
10006I	IF Share of Money Market Funds & Cash**	\$181,923		\$181,923	\$181,923		0.01%	\$18
	IF Cash & Money Market	\$181,923	15%	\$181,923	\$181,923		0.01%	\$18
	Fixed-Income Investments	<i>Cost Basis</i>					<i>Crrnt Rtrn on Basis</i>	
13200I	Merrill Lynch Fixed-Income Account**	\$196,396		\$190,248	\$196,396	(\$6,148)	4.00%	\$7,851
	Total Fixed-Income Investments	\$196,396	16%	\$190,248	\$196,396	(\$6,148)	4.00%	\$7,851
	Loans	<i>Outstanding</i>			<i>Original</i>		<i>Loan Rate</i>	
14100I	Zengården Mtg Loan (variable %) 3/31/25	\$71,755			\$135,637		2.92%	\$2,059
14106I	Mdsn ZC Mtg Loan 5.08% 7/31/18	\$8,276			\$35,739		5.08%	\$356
	Total Loans	\$80,031	7%		\$171,376			\$2,415
Investment Fund Total		\$1,227,899	100%					\$10,285

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

**Adjusted to report all Investment Fund money market & cash as residing in account 10006

Abbot's Scholarship Fund
Summary for Second and Third Quarters 2015

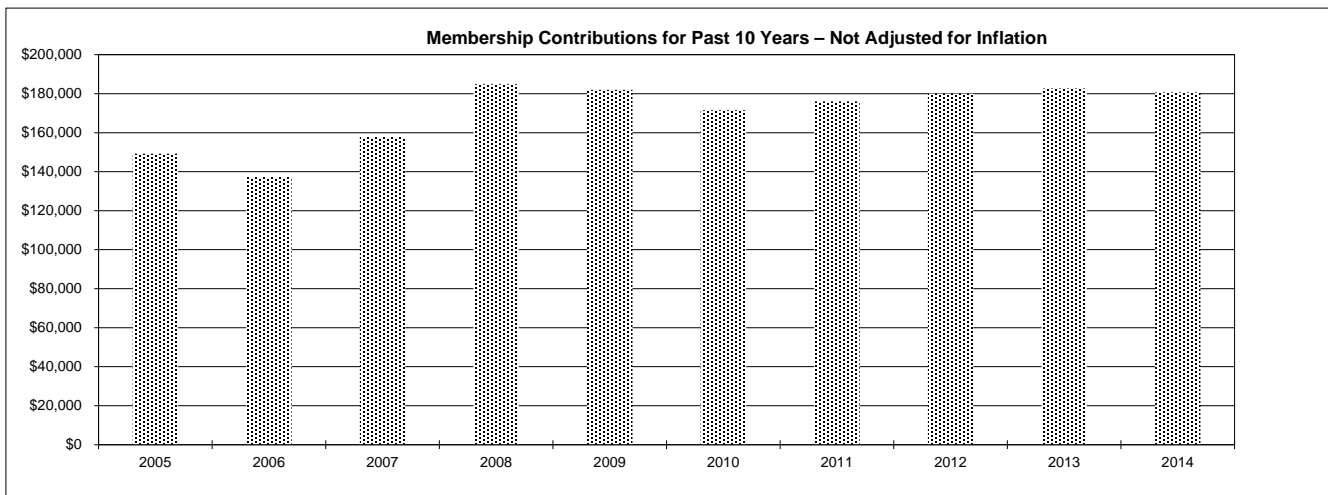
Beginning balance 4/1/15		11,820.85
Contributions to Fund	5,353.30	
Interest income	<u>10.42</u>	
Total fund income	5,363.72	5,363.72
Training fees	0.00	
Sesshin fees	<u>1,240.00</u>	
Total fund disbursements	1,240.00	(1,240.00)
Ending balance 9/30/15		15,944.57

Auckland Zen Centre Fund
Summary for Second and Third Quarters 2015

Beginning balance 4/1/15		1,612.91
Contributions to Fund	900.00	
Interest income	<u>0.47</u>	
Total fund income	900.47	900.47
Disbursement to AZC toward renovation of building	2,300.00	
Wire transfer fee	30.00	
Zazen cushions	90.00	
Chant books	<u>50.00</u>	
Total fund disbursements	2,470.00	(2,470.00)
Ending balance 9/30/15		43.38

Rochester Zen Center
2016 Budget, Proposed October 2015 – Income

ACCOUNT	2016 Budget	2015 Budget	2014 Actual	2013 Actual	2012 Actual	2011 Actual	2010 Actual
Net Item Sales Income	\$1,000	\$1,000	\$1,565	\$821	\$1,251	\$2,035	\$878
Net Special Events Income	\$0	\$0	\$0	\$601	\$316	(\$5,551)	(\$7,148)
40143G Royalty Income	\$7,000	\$6,500	\$7,025	\$7,323	\$5,662	\$7,189	\$8,348
40150G Zen Bow Income	\$500	\$600	\$535	\$377	\$627	\$277	\$835
40151G Membership Contributions	\$184,000	\$185,000	\$180,600	\$182,649	\$180,040	\$176,032	\$171,554
40152G Workshop Income	\$14,000	\$15,000	\$13,707	\$13,213	\$16,145	\$16,150	\$14,590
40153G Training Program Income	\$5,000	\$6,000	\$7,593	\$5,280	\$4,605	\$3,825	\$3,690
40159G Buddha Hall Rental Income	\$13,700	\$13,500	\$13,646	\$13,544	\$12,941	\$12,912	\$12,681
40160/2G Miscellaneous Income	\$12,500	\$12,500	\$12,342	\$12,448	\$12,930	\$13,745	\$13,904
40161G Sesshin Income	\$63,000	\$63,000	\$59,694	\$65,447	\$63,715	\$63,659	\$59,049
Net CM Rental Income	\$69,000	\$52,000	\$60,532	\$58,507	\$49,269	\$40,490	\$42,290
4C151G CM Misc. Deductible Contribtns	\$40,000	\$40,000	\$38,644	\$38,800	\$39,141	\$40,514	\$43,835
4C153G CM Training Program Income	\$100	\$200	\$0	\$0	\$300	\$15	\$15
4C160G CM Miscellaneous Income	\$200	\$300	\$92	\$800	\$100	\$0	\$0
Total Operating Revenue	\$410,000	\$395,600	\$395,975	\$399,810	\$387,041	\$371,293	\$364,520



Rochester Zen Center
2016 Budget, Proposed October 2015 – Expenses

ACCOUNT	2016 Budget	2015 Budget	2014 Actual	2013 Actual	2012 Actual	2011 Actual	2010 Actual
Arnold Park							
60170G Charity Expenses	\$500	\$500	\$0	\$719	\$0	\$442	\$1,321
60171G Zen Bow Expenses	\$6,000	\$6,000	\$5,845	\$6,368	\$4,452	\$9,561	\$3,939
60172G Teaching Expenses	\$5,500	\$3,500	\$2,135	\$4,059	\$2,071	\$1,924	\$11,768
60175G Medical & Health Insurance	\$77,100	\$83,800	\$81,948	\$78,102	\$66,426	\$52,654	\$53,878
60176G Staff Salary Expense	\$63,400	\$68,300	\$64,170	\$63,210	\$55,481	\$51,688	\$52,896
60177G Kitchen Expenses	\$43,000	\$43,000	\$41,706	\$43,424	\$38,401	\$33,349	\$31,125
60178G Housekeeping Expenses	\$5,500	\$6,000	\$4,434	\$4,896	\$6,853	\$3,605	\$5,639
60179G 403(b) Retirement Plan	\$23,300	\$21,200	\$18,856	\$21,629	\$17,081	\$13,070	\$12,866
60180G Misc Administrative Expenses	\$1,500	\$1,500	\$911	\$1,471	\$1,206	\$1,212	\$3,366
60181G Office Expenses	\$4,400	\$4,400	\$4,241	\$3,012	\$5,638	\$5,447	\$4,929
60182G Telecommunications Expenses	\$4,900	\$5,300	\$5,642	\$6,733	\$5,233	\$4,786	\$4,946
60183G Gas & Electricity Expenses	\$8,900	\$9,700	\$10,028	\$8,901	\$6,414	\$10,460	\$11,127
60184G Repair & Maintenance Expenses	\$19,000	\$17,000	\$11,799	\$21,294	\$27,527	\$24,482	\$26,712
60185G Kapleau-roshi Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
60186G Insurance Expenses	\$39,200	\$37,200	\$34,680	\$28,387	\$31,112	\$32,743	\$26,322
60187G Fundraising & Advertising Exp	\$1,500	\$1,500	\$1,255	\$1,589	\$1,400	\$1,060	\$225
60188G Garden & Grounds Expenses	\$2,700	\$3,200	\$3,563	\$2,586	\$2,941	\$7,256	\$2,610
60189G Library Expenses	\$300	\$300	\$287	\$142	\$0	\$0	\$256
60190G Automobile Expenses	\$7,800	\$9,000	\$12,157	\$16,004	\$14,152	\$13,921	\$19,584
60191G Taxes & Municipal Fees	\$6,700	\$6,700	\$6,780	\$6,649	\$6,645	\$6,690	\$6,620
60192G Computer Expenses	\$3,000	\$3,000	\$3,014	\$2,512	\$2,697	\$944	\$1,861
60193G Banking, PayPal & Credit Card Fees	\$500	\$500	\$203	\$0	\$0	\$0	\$0
60300G Bad Debt Expense	\$0	\$0	\$0	\$385	\$163	\$0	\$0
60389G Depreciation Expense	\$23,700	\$21,200	\$20,532	\$19,190	\$17,008	\$13,996	\$13,018
61500G Contingency (budget use only)	\$5,000	\$5,000					
AP Operating Expenses	\$353,400	\$357,800	\$334,186	\$341,263	\$312,901	\$289,291	\$295,507
Chapin Mill							
6C172G CM Teaching Expenses	\$200	\$200	\$62	\$137	\$153	\$292	\$80
6C175G CM Medical & Health Insurance	\$27,500	\$18,500	\$15,696	\$13,153	\$13,725	\$13,189	\$11,323
6C176G CM Staff Salary Expense	\$15,100	\$12,500	\$13,175	\$12,732	\$9,931	\$9,388	\$9,007
6C177G CM Kitchen Expense	\$10,500	\$7,000	\$7,374	\$8,754	\$5,906	\$6,705	\$5,611
6C178G CM Housekeeping Expense	\$2,300	\$2,300	\$2,393	\$1,372	\$2,585	\$1,936	\$2,004
6C179G CM 403(b) Retirement Plan	\$5,300	\$5,300	\$5,324	\$5,324	\$3,549	\$4,548	\$3,993
6C180G CM Misc. Administrative Expense	\$100	\$100	\$225	\$155	\$0	\$100	\$100
6C181G CM Office Expenses	\$500	\$500	\$575	\$14	\$371	\$238	\$387
6C182G CM Telecommunications Expense	\$4,000	\$4,400	\$4,388	\$3,479	\$3,731	\$3,842	\$3,462
6C183G CM Gas & Electricity Expenses	\$14,600	\$16,100	\$17,209	\$13,621	\$12,207	\$16,641	\$18,993
6C184G CM Repair & Maintenance Exp.	\$22,800	\$15,300	\$18,678	\$18,386	\$16,969	\$16,919	\$9,097
6C186G CM Insurance Expense	\$23,100	\$22,300	\$20,590	\$16,405	\$17,873	\$21,456	\$14,988
6C187G CM Fundraising & Adv Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$90
6C188G CM Garden & Grounds Expense	\$5,500	\$5,500	\$3,547	\$5,675	\$6,298	\$2,851	\$5,409
6C190G CM Automobile Expense	\$4,200	\$3,000	\$4,358	\$2,956	\$2,351	\$2,492	\$3,626
6C191G CM Tax & User Fee Expenses	\$4,800	\$4,200	\$5,347	\$4,946	\$4,296	\$4,137	\$2,871
6C192G CM Computer Expenses	\$500	\$500	\$877	\$446	\$338	\$89	\$200
6C389G CM Depreciation Expense	\$9,500	\$8,400	\$7,800	\$7,820	\$9,183	\$8,111	\$7,784
CM Operating Expenses	\$150,500	\$126,100	\$127,619	\$115,374	\$109,465	\$112,934	\$99,024
Total Operating Revenue	\$410,000	\$395,600	\$395,975	\$399,810	\$387,041	\$371,293	\$364,520
Total Operating Expenses	\$503,900	\$483,900	\$461,804	\$456,637	\$422,366	\$402,225	\$394,531
Operating Revenue Less Expenses	(\$93,900)	(\$88,300)	(\$65,830)	(\$56,827)	(\$35,326)	(\$30,932)	(\$30,011)
Operating Draw from Investments	\$61,400	\$60,400	\$57,371	\$54,795	\$51,861	\$50,347	\$46,336
Total Net Operating Surplus (Loss)	(\$32,500)	(\$27,900)	(\$8,458)	(\$2,033)	\$16,536	\$19,415	\$16,325
AP Capital Expenditures	\$40,000	\$36,278	\$9,132	\$5,369	\$66,955	\$13,700	\$54,481
CM Capital Expenditures	\$10,000	\$5,000	\$14,433	\$6,963	\$32,831	\$7,436	\$6,178
Total Capital Expenditures	\$50,000	\$41,278	\$23,565	\$12,332	\$99,786	\$21,136	\$60,659
	Bud 2016	Bud 2015	2014	2013	2012	2011	2010
Total Insurance Expense	\$62,300	\$59,500	\$55,271	\$44,792	\$48,984	\$54,199	\$41,310
Total Automobile Expense	\$12,000	\$12,000	\$16,516	\$18,959	\$16,502	\$16,412	\$23,210
Total Salary + Retirement Expense	\$107,100	\$107,300	\$101,525	\$102,895	\$86,042	\$78,693	\$78,762
Total Medical Expense	\$104,600	\$102,300	\$97,643	\$91,255	\$80,152	\$65,844	\$65,201
Total Kitchen Expense	\$53,500	\$50,000	\$49,080	\$52,178	\$44,308	\$40,054	\$36,736
Total Housekeeping Expense	\$7,800	\$8,300	\$6,826	\$6,268	\$9,438	\$5,541	\$7,643
Total Gas & Electricity Expense	\$23,500	\$25,800	\$27,238	\$22,522	\$18,621	\$27,102	\$30,619

Fill indicates proposed increases from 2015.

Appendix C

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 [Genesee Co-op Federal] 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
Thomas Kowal	Chairman, Facilities and Sustainable Operations Committee
John W. Pulley III	Head of Zendo

Chapin Mill Report – 2015

- Stafford fire department inspections
- Garden
- Improvements in the Irrigation System
- Guesthouse chimney repair and final touches on renovation of guesthouse
- Split rail fencing and removal of old wood storage shed behind Mill House
- Stream bed enhancement
- Retreat Center courtyard porch and east porch floor finishing

Relationship with Stafford Fire Department

Recently a much closer relationship with the Stafford Fire Department (volunteer) has been developing. One of the Assistant Fire Chiefs, Tim Eckdahl, has been involved in a course of study which led him to ask for the building plans for our Retreat Center in order for the department to plan ahead regarding emergencies in various parts of the building.

We were easily able to provide him with the digital Phase II and Phase III plans, but we had only paper plans for Phase I. But he let me know right away that the Stafford Fire Department has a large scanner and he could easily scan in our Phase I building plans. So we now also have complete digital copies of all of the Phase I drawings. (Only a few years late (!), but they have actually been helpful to us already in planning how to exhaust attic air over heat-ducted areas of our attic.)

The next part of our cooperation with the Stafford Fire Department will involve annual training visits with many or most of the volunteer firefighters present in our building. The first one will occur very shortly, in November, on a Monday evening. We did have one such visit last year.

Everyone should know that the Stafford Fire Department has made it clear to us that we absolutely must post a list of all overnight occupants with accurate room numbers. This list will be posted at all times on the bulletin board at the front entrance of the Retreat Center. If anybody visits the Retreat Center and notices that there's been a slip-up on this point please inform us immediately.

A Garden of Eating

This year, thanks to the leadership, talents and interest of Dan Esler, with the strong involvement and interest of Cat Kana, Dene Grainger, and others, we are enjoying the fruits, (or should I say “vegetables,”) of an extremely successful gardening effort involving many interested staff and trainee volunteers.

Considering the results of the garden, Dan's investment of 5 to 6 hours per week of staff time, and Dene's of 2 to 3 hours per week when she has been out at Chapin Mill, have paid off handsomely. Of course a lot more time was put into the garden, but it was all off-hour time given freely by staff and trainees. From the start, there was very strong interest amongst staff and members in their 20s and 30s, and all along Eryl and I felt it was important to respond to that interest if we could. Dan especially recalls a couple of joyous workdays when many Sangha members got involved with the garden, and he reports that these folks still occasionally inquire about the results.

The success of the garden was due to the following: (1) Careful trenching around the perimeter and burying half-inch hardware cloth about 12 inches deep with a 12 inch outward projection at the bottom served as protection against groundhogs that might dig to go under the fence. (2) The installation of a fine one-inch plastic mesh about six feet above ground completely stopped deer from coming in at night for a chomp of vegetable goodies. Then too, Mischka [the resident Chapin Mill Siberian husky] may have helped fend off the onslaught of nocturnal critters that had doomed earlier gardening efforts out here. (3) A lucky find of wooden boards that had been thrown out on Prole Road enabled the cost-free construction of raised beds, with easy pathways between the beds. (4) A large amount of rich compost had been accumulated over time. (5) The installation of a "Rain Bird" irrigation system enabled uninterrupted irrigation when appropriate. (6) Most important, Dan and Dene took a scientific approach to choosing what to plant, when, and where. Not only was the garden successful, but the species and the amounts and timing of the various harvests were calculated to serve the Zen Center's needs.

Irrigation system improvements

The installation of a "Rain Bird" irrigation system was one of the big improvements we made. Sprinkling is wasteful and time-intensive, and the widely available black soaking hoses tend to clog up quickly. The "Rain Bird" system uses hard plastic hosing with small holes cut about every 18 inches. It's very durable, and there are a number of different ways water can be directed to specific plants. We tried this out on the advice of Rich Eaton, so our thanks to him.

So now Roshi Kapleau's gravesite is watered by Rain Bird hosing which cannot be seen under the moss covering the gravesite, and the plants at the main entrance to the Retreat Center as well as the area in front of the kitchen are also so served.

The most significant change we made to the irrigation system occurred very late in the season, when we decided to move the ever-noisy water pump, which had been next to the big willow tree by the pond, into one of the changing rooms at the South end of the upper barn. We also moved the very large tubular filter out against the outer wall of the swimming area. The water there has less sediment, and therefore the filter stays clean much longer.

Guest House chimney repair and final touches

The key to finishing the Guest House renovation was to get the old, but very serviceable, gas heating stove working again. Chris Haitz, who has done a great deal of roofing for us, was able to cut into the chimney and install a new liner (the old fired-clay interior had collapsed completely), enabling us to reactivate the water heater as well as the heating unit.

Then with the installation of a small wooden cabinet and a new electric range, our new kitchen was complete. True, none of it looks “classy,” but the folks who have stayed there so far (including Kapleau-roshi’s daughter Sudarshana and her husband Ryutaru) seem to have enjoyed the place greatly.

Split-rail fencing

We’d kept an eye out for genuine split-rail fencing for many years now, and this year Genesee Lumber was able to get genuine split-rail western red cedar fencing. True, we had to buy 500 feet in order to get any at all (shipped directly from northern Idaho), but our leadership agreed that it would greatly enhance the property. So far no one at all has expressed displeasure with our installation, and Andris Chapin was very enthusiastic upon seeing the new fence running down next to the her walkway. The latest installation is a 70-foot section that leads up from the barn parking lot into the columbarium area.

Stream bed enhancement

For years now the Bigelow Creek stream bed in front of the Retreat Center – though there are a few very picturesque spots – has been a jumbled mass of vegetation. So, with Roshi’s clear encouragement during the work retreat, we cleared out a great deal of vegetation on both sides of the stream. Then we enhanced the gurgling flow of water with careful placement of railroad ties, et cetera. It just looks a lot better now, and we will likely be cutting back the wild vegetation three times a year in order to maintain the much cleaner look.

Retreat Center courtyard porch and east porch refinishing

While in Chautauqua this past summer, Eryl and I noticed that the porch floor of our host’s home had a very attractive finish that seemed to be weathering very well. We inquired about the finish, and it turned out to be a Benjamin Moore product called Arbor Coat. We also learned more from paint dealer Bill Mosman here in Batavia regarding the finish.

The porches are now looking nicer than they’ve ever looked before, and the finish has been on long enough now for us to see that this is an extremely water-repellent finish that may last many times longer than anything we’ve tried before. Won’t it be nice if the porches look really good for next summer’s festivities!

Wayman Kubicka

Safety Committee Report – October 2015

Members: Eryl Kubicka, Chair; Wayman Kubicka, Chapin Mill; Josh Kneer, Arnold Park; John Pulleyn, Arnold Park

Reported Injuries:

In December 2014, we had a serious accident at Chapin Mill. Staff member Dan Esler was making a Christmas gift using the joiner in the barn, and cut the tips off three fingers on his left hand. He was successfully triaged and treated at Strong Hospital, followed by outpatient physical therapy treatments. At the time of this writing he is discharged from medical care, but continues daily exercises on his own. A full accident report is on file.

This accident led to a full investigation by the Safety Committee and others, with intense discussions about injury prevention and safety management at both Arnold Park and Chapin Mill. Recommendations from the Committee included the following:

- Lock down equipment known to be potentially hazardous: permission from supervisor required to unlock.
- Make sure safety guards are in place.
- Lock facilities that contain tools, keys only possessed by those designated to open the facility.
- Require permission from designated supervisors for all projects involving use of heavy tools such as saws, joiners, and planers. Supervisor to physically instruct user before project begins.
- Develop safety-training modules for new users: (This was referred to the FASOC Committee.)
- Have warning labels on all hazardous equipment.
- Sell or dispose of old equipment that does not have adequate safety guards, and is potentially dangerous.
- Sangha members no longer permitted to use shops for personal projects.
- First aid responders available at each location. First aid kits to be maintained and checked frequently.
- AED batteries are functional.

Implementation of Recommended Safety Measures:

Arnold Park: Josh Kneer reporting

- Lock-outs installed on all stationary power tools.

- All portable power tools except sanders, cordless drills, and multi-tool locked in cabinet.
- All persons must receive task-specific training on tools before using them.
- All persons to be using power tools are given a copy of the safety guidelines to read.
- Jointer was sold.
- Table saw in process of being replaced by saw-stop saw.
- Harness and anchor system purchased for work on the roof/dormers/gutters.

Chapin Mill: Wayman reporting

- Lock-out installed on main switch to most hazardous power tools: joiner, table saw, band saw.
- Upper barn kept locked with key in Farm House; may be open during day when Wayman is around..
- Wayman must instruct all new users prior to using hazardous equipment.
- Job-specific guidance by Wayman on projects using most hazardous equipment.
- Warning labels affixed on specified pieces of equipment, including chain saws.
- Tom Kowal to inventory old equipment for decisions on disposal.
- Replace table saw with saw-stop saw.
- Implement training modules, when developed.
- Abbreviated safety guidelines are read at the start of group work days.
- Safety equipment available.

Fire Safety:

1. Fire extinguishers are checked annually and refilled as needed by Churchville Fire Safety. The 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 our 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 fewer calls from the fire monitoring service since.
3. The wet pendants in the Phase II building were replaced in 2014 and made for an easier winter, as we did not have to monitor the temperature in Phase II.
4. Recently a friendly man named Tim Eckdahl, who has a role in the leadership of the Stafford Fire Department, contacted Wayman to see if they could have a copy of our building plans so that they could enhance their plans for responses to emergencies we might have here. It was a very simple matter for me to email him the Phase II and Phase

III building plans, but we had the Phase I building plans on paper only. Tim responded that the Stafford Fire Department has the means to copy our Phase I plans, and so Wayman provided him with a copy of our paper Phase I building plans, which he copied and returned a few days later. He also told Wayman that they want to come over on some Monday evening in the very near future with many of their volunteers in order to fully familiarize themselves with our building. They've done this before, and want to do this on a yearly basis, so we will work out a date that can work for both sides. Anyway, we now have a full digital copy of our Phase I building plans, which Wayman will put on an SD card to enable Scott to archive them.

Vehicle Safety:

No problems reported.

Submitted by

Eryl Kubicka

October 2015

Place of Remembrance and Place for Cremains: Chapin Mill Columbarium

Columbarium Task Force Report: October 2015

Members: Wayman Kubicka, Eryl Kubicka, Tom Kowal, Chris Pulleyn:

Approval from the Town of Stafford for the columbarium was received on October 9, 2014. With regard to developing the site, the Columbarium Task Force requested some design suggestions from Eric Higbee, Center member and landscape architect. Wayman sent Eric detailed maps of the site, including some specific measurements that Eric requested. We received Eric's proposal and suggestions and reviewed them. Several of the design elements seemed promising, including terracing and stone work.

The Task Force decided to focus initially on stone wall designs, both to support terraces, and as part of a possible columbarium structure that could hold cremains. To have some firsthand experience of existing stone walls, we contacted Melissa McGrain, Andy Stern's wife, with a request to look at the stonework by Chuck Eblacker on Andy's and Melissa's estate. Last Monday Melissa gave three of us a tour of her gardens and showed us examples of unique features and stunningly beautiful stonework. One idea of interest regarding placement of cremains was a fired clay pipe embedded in the walls. Melissa described her process of designing and implementing the project, and offered many helpful suggestions. She worked closely with master stone mason Chuck Eblacker on the design and creation of unique spaces. In our discussion the following suggestions were made:

- Melissa to contact Chuck on our behalf and come out Chapin Mill with him in the spring to look at the columbarium space. She and Chuck would offer some design suggestions. This would likely be a free consultation.
- The Task Force would then present some design suggestions for the Trustees to consider.
- According to Melissa there is a good possibility that Chuck would be willing to offer a stone wall building workshop at Chapin Mill as he did for the Harley School stone wall project. This would be a 5-day workshop and open to the public. The workshop would pay for Chuck's teaching and participation.
- Typically when Chuck is involved he obtains the stone. Field stone is available locally and comes in both large and small sizes.
- The cost estimate for stone would need to wait until after Chuck looks at the site and the Trustees decide if they want to and can afford to go ahead in some form of cooperation with Chuck. Staging the project over several years makes a lot of sense, since short of a plague outbreak demand will hopefully be a trickle rather than a flood!

- The stonework would be expensive, but Melissa offered the suggestion that we could pay for it through selling cremains placement sites. It might be helpful for the Trustees to know that there is significant member interest in the columbarium, and even some willingness to give relatively large amounts of money. (The going rate for a very basic cremation and burial is \$8,000; we can't do the cremation, but can offer the burial.)
- It is unclear that even with a workshop we would have the talent and skill necessary to do the work ourselves, although if one or two staff people were able to develop those skills it would be a worthwhile project, even if it would take several years.
- Finally, the Task Force would also present a cost estimate for Chuck to do at least the initial stage of the project. (Judging by his work, Chuck might be a reborn Inca or Mayan.) His website: *eblackerstone.com*.

Other developments:

Several sections of split-rail cedar fencing have been erected part way along the path leading up from the parking lot to the columbarium site, and small trees and brush cleared.

The Task Force will meet after the October Trustees' meeting with the goal of moving forward with design and implementation suggestions.

Wayman & Eryl Kubicka, October 2015

Appendix G

Facilities and Sustainable Operations Committee Report – October 2015

Committee members: Tom Kowal (chair), Jeanette Prince-Cherry, Wayman Kubicka, John Pulleyn, Bill Lindenfelser, Devin Wiesner, Josh Kneer

Since the Spring Trustees' meeting there has been a lot of activity focusing on maintaining the exteriors of the buildings at Arnold Park. The replacement of the roof on the Buddha Hall was completed in August, Josh and his crew of repair-and-maintenance staff addressed a lot of rotting and deteriorated wood on 5 Arnold Park, including the third-floor dormers, and 7 Arnold Park received a fresh coat of paint.

For next year, we will consider replacing the last section of slate roof on 5 Arnold Park.

We will keep an eye on the roof for the covered walkway, as one section adjacent to the dormitories was leaking and was replaced by our staff this summer. This is a relatively easy and safe job for our staff to take on and won't be too costly.

Just this week, Josh discovered a significant amount of rotten wood behind the gutter on the back of the link. He started to explore it further, and we decided that it would be best to wait until the spring because it may require more work than can be completed before Winter.

We looked at the Chapin Mill site to assess security needs and vulnerabilities. We consulted one vendor (Lorex Technology) regarding their line of video surveillance cameras, recorders, and application software. We also consulted an application expert (Devin Wiesner's relative in Seattle) representing Bosch's surveillance video equipment and came to understand the large variation in capability and costs of the systems available. We are continuing our discussion and plan on implementing some basic security measures soon to put alarms on valuable items, and to help track vehicles that come onto the property.

We continue to track the constantly changing solar industry so that we'll know if and when it makes sense to install a solar array on our property. There are two major solar-panel manufactures building factories within 30 minutes of Chapin Mill, and we may want to consider approaching them about potential arrangements for nonprofit organizations.

Tom Kowal

Sangha Engagement Committee Report – October 2015

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), Andy McClain, Ben Taylor, Devin Wiesner, 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 hosted Dr. An-Yi Pan, Associate Professor in History of Art and Visual Studies at Cornell University. An-yi Pan researches Buddhist Art with special interest in the relation between Chinese intellectual participation in Buddhism and

Buddhist painting, Buddhist architecture in relation to precepts, monastic hierarchical structure, liturgical as well as spiritual spaces, and trans-continental blossoming of Buddhist teachings and art. Professor Pan offered a 3-lecture series on Buddhist art and iconography and the relationship and significance of tea to Zen.

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 potluck dinners have been less successful recently and were eventually suspended. However, Devin Wiesner did coordinate and manage a dinner for the Sangha that was held at the Center. The dinner featured lentils, rice, chutneys, and salad. Those attending prepared and served the food and also cleaned up afterward. After dinner, some participants participated in a game night, and others attended a free Eastman Philharmonia concert.

Serving Meals to the Hungry – 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.

Adopt-A-Highway Program – This program affords an opportunity for New Yorkers to give back to their communities by ensuring clean and beautiful roadways. The Zen Center was given a segment of Interstate 490 between Rochester and Batavia. We conduct periodic clean-ups of our segment, with most participants being Zen Center residents.

Nature Hikes – A hike at Mendon Ponds Park is planned for October 18.

Budget

We typically request a modest budget for the annual guest lecture series. However, we've determined that it would be best to suspend the lecture series for 2016 in view of the many events that are planned in celebration of the Center's fiftieth anniversary.

Kathy Collina

Special Events Committee Report – October 2015

Since the last Trustees' meeting, in addition to steering the 50th anniversary celebration planning process, the Special Events Committee has coordinated two public events:

- **Shakuhachi concert featuring Ronnie Seldin:** A free public concert was held in the Buddha Hall on Sunday, July 5, with approximately 60 people in attendance. The event included some introductory remarks about the Zen Center made by Rick Smith.
- **George Eastman PhotoFinish 5K Rochester Zen Center Team:** The race was held on Saturday, October 4, and the four-member RZC team met its goal of raising \$1,000 for the Abbot's Fund. The participants were Jeff Haynes, Axel Karies, Donna Kowal, and Miyeon Oh – and they plan on doing it again next year.

Regarding 50th anniversary planning, there are four task forces in place that have been making steady progress since the last Trustees' meeting:

- **July 1-3, 2016, Commemorative Weekend** (led by Brenda Reeb & Eryl Kubicka): Coordination of all activities/events during the commemorative weekend, including facilitation of accommodations at local hotels and at Chapin Mill.
- **Publicity** (led by Chris Pulleyn): Coordination of advertising and public relations, as well as fundraising (if needed). Additionally, a special *Zen Bow* issue featuring a historical timeline is planned for the end of 2016 so that it includes the 50th anniversary celebration.
- **Photo/Memorabilia Exhibit** (led by Tom Kowal): Coordination of timeline display to be set up at Arnold Park. The display will include photographs and artifacts that highlight the Center's history and traditions.
- **Jon Kabat-Zinn Lecture** (led by Donna Kowal): Coordination of public lecture at Hochstein Performance Hall on Saturday, October 15, 2016. The hall seats 857 people, and tickets will be sold (price TBD) online, most likely using EventBrite.

A joint task force meeting was recently held in order for each group to report on its progress and offer feedback to each other. Below is a tentative schedule for the July 1-3, 2016, weekend, which was the main focus of the joint meeting. Specific start/end times have not yet been confirmed. Estimates of expenses for catering and rentals (tents, chairs/tables, etc.) are expected by early December. At that time, we will revisit the plans and scale back, if needed. The next joint meeting will take place in January.

Friday, July 1: Welcome Reception (Arnold Park & Chapin Mill)

Late afternoon/early evening

Informal receptions at Arnold Park and the Chapin Mill Retreat Center. Light refreshments served.

Saturday, July 2: 50th Anniversary Ceremony & Sangha Celebration (Arnold Park)

Late morning (Buddha Hall)

Commemorative ceremony

Early-mid afternoon

Garden social with food and refreshments (catered) and live music.

Early evening

Dinner on your own. Sign-up system to be established for small group gatherings at local restaurants.

Evening (Memorial Art Gallery Auditorium)

Leo Kottke concert (for Sangha and family only; not open to the public)

Sunday, July 3: Sangha Picnic & Festivities (Chapin Mill)

Late morning or mid-afternoon (Retreat Center courtyard)

Unveiling of new Chapin Mill courtyard sculpture by Todd McGrain.

Early – mid afternoon (Mill House)

Picnic lunch (*catered*) plus family activities, live music, and a dunking booth.

Donna Kowal
Committee Chair

Chapin Mill Rental Program Report – October 2015

In 2015 we are renting to ten different groups with a total of 57 days confirmed. Our target was 60 days, set by the Board last October, and we did have 64 days requested but the University of California San Diego (UCSD) cancelled their 5-day Mindful Eating event because our available dates did not work for their teachers. The Sattipanna Insight Meditation Toronto group led by Randy Baker and Jim Bedard reduced their August 7-day retreat to 6 days to accommodate a visiting Vipassana teacher, and we had a yoga group one-day cancellation. June through October is typically the preferred time for most rental groups; Roshi and John Pulleyn have been extremely flexible with Zen Center scheduling, but there are only so many available days. A proposed series of rentals for a PTSD (post-traumatic stress disorder) program organized by University of Rochester neurologists did not get funding and was dropped. We continue to respond to all inquiries about rentals and have experimented with a couple of one-day retreats using part of the building at a reduced fee. We also hosted seven teachers who work with author and posture instructor Esther Gokhale as her East Coast team. They stayed at Chapin Mill for two nights.

For year-to-date income and budget figures, please refer to the Chapin Mill budget spreadsheet. Our current rental rate is set at \$1,400 per night for 2015 and will increase to \$1,500 in 2016. The RZC member rate is \$1,300 this year and will increase to \$1,400 in 2016. The Rental Committee allows for some flexibility in adjusting rates for long-time returning renters, with the goal of gradually increasing them to the rates set for new renters. Additional income comes from linen rentals (per person charge of \$6) and sound system rental of \$30/day. The Committee will meet before the next Trustees' meeting to review rates and make recommendations. Current Committee members are Kit Miller, Andy Stern and Eryl Kubicka.

The following groups have rented with us for four years, and plan to continue into 2016 and 2017.

- *Sattipanna Insight Meditation Toronto* led by Jim Bedard and Randy Baker: Their schedule is one 6-day retreat and three 4-day retreats. They leave the Center in perfect condition, which allows for close scheduling of another group.
- *University of Rochester Mindfulness in Medical Education* retreats. Drs. Mick Krasner and Ron Epstein lead these. This year they have one 4-day retreat, and one 3-day. They have scheduled two more retreats for 2016, and one in 2017.

- *University of California at San Diego: Mindfulness Center:* Mindfulness Based Stress Reduction retreats directed by Dr. Steve Hickman. This year only one 6-day retreat. They have three retreats scheduled for 2016.
- 5-day *Heartwork institute* retreat led by Dale Goldstein, RZC member.

Other Returning Groups:

- *Mankind Project:* Zen retreat led by Doshin Michael Nelson Roshi. 2 days.
- *Transcendental Meditation, TM:* led by Larry Pardo: 2-day retreat in November. They booked a 2-day with us in 2013.
- *Rochester Gay Men's Chorus:* Overnight in November.
- *Michael Stone Teaching, Inc.:* Zen and yoga retreats led by Shoken Michael Stone, Toronto. One 7-day in July and New Year's 4-day.

2015 Addition

- *Rising Sun Yoga:* Williamsville, NY: They held a 2-day weekend in February and plan to return next year.
- We have another yoga group renting for 2 days in 2016

2016

- We are currently scheduled for 58 days, with another 10 possible days.

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 transportation from the 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

tips from Rochester, and \$120 plus tips from Buffalo. We keep this expense in mind when establishing daily rates. Others drive here or rent a car.

3. The Chinese screen damage that occurred during a retreat rental in October, 2014, is waiting for repair and the Board is looking into this. We have taken the screen down for the busy rental month of October. We have held the \$500 security deposit for this purpose, but a resolution soon would be helpful.

Weddings are limited to RZC members, and the usual current charge is \$1,000. (Typically weddings are very time intensive for Chapin Mill staff.) Maimoona and Shiva Ramaswamy are hoping to rent for a weekend to celebrate the marriage of their daughter. The marriage will be in India, but the reception for local friends will be at Chapin Mill next July.

Comments from guests are very favorable concerning the building, surroundings, and 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

ROCHESTER ZEN CENTER
GUIDELINES FOR AFFILIATE LEADERS

August 20, 2015

The following guidelines have been prepared in order to assist Affiliate Leaders in carrying out their responsibilities as the spiritual leaders of their respective affiliate groups. Deviation from these guidelines requires the express permission of the Abbot of the Rochester Zen Center [RZC].

General responsibilities

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.

Public talks

An Affiliate Leader may give a talk on Zen Buddhism at a school, church, club, or the like, but shall make clear in the talk that he or she is not a fully sanctioned Zen teacher, but is speaking only from personal experience. A newly appointed Affiliate Leader should consult the Abbot of the RZC before giving such a talk for the first time. An Affiliate Leader shall arrange that any fee or honorarium given for the talk be paid to the affiliate group.

Protocol

An Affiliate Leader is not to wear any attire, or to use any implement, such as a hossu, reserved for the use of a fully sanctioned Zen teacher. Nor is an Affiliate Leader to be addressed as "Roshi," "Sensei," "Teacher," or the like. Those receiving advice, as well as those receiving group or private instruction (if the Affiliate Leader has been authorized to give group or private instruction), do not strike a bell before entering the room, nor do they make prostrations before the Affiliate Leader; advising, group instruction, and private instruction are to be clearly distinguished from dokusan, which is given only by a fully sanctioned Zen teacher.

Ceremonies

An Affiliate Leader may conduct and officiate at the following ceremonies: repentance ceremony; memorial service; ceremony of aid (e.g., famine relief); Thanksgiving; Buddha's birthday, enlightenment, and parinirvana; Bodhidharma Day; and Kannon Day. Descriptions of these ceremonies may be obtained from the Head of the Zendo at the RZC; memorial services are also discussed in Roshi Kapleau's *The Zen of Living and Dying*. An Affiliate Leader may not conduct or officiate at funeral services, marriages, or the taking of the precepts (Jukai), unless the Affiliate Leader has been ordained (or been invested as a member of the Three Jewels

Order). However, if no ordained or invested person is available, an Affiliate Leader may give the precepts upon the request of a dying person.

Teaching responsibilities

During formal sittings, the Affiliate Leader (or designated monitor) sits facing out and checks the postures of the other sitters. An Affiliate Leader may give general instruction relating to posture and may provide guidance for those working on a breath practice or an initial koan. However, an Affiliate Leader is not to assign a koan, test or pass a student on a koan, or work with a student on koans subsequent to the initial koan; this restriction applies even if the Affiliate Leader has been authorized to give private instruction. An Affiliate Leader may give encouragement and other talks in the zendo, but in doing so should not sit facing the altar in the manner of a formal teisho given by a sanctioned Zen teacher. An Affiliate Leader may assume the following teaching responsibilities only if given permission to do so by the Abbot of the Rochester Zen Center: (1) using the kyosaku; (2) training another member of the affiliate group in the use of the kyosaku; (3) giving group instruction; (4) giving private instruction; and (5) conducting sesshin. Permission to assume any teaching responsibilities either prohibited or not expressly authorized under these guidelines (e.g., assigning a koan; giving Dharma talks in place of taped teisho) must come directly from the Abbot of the Rochester Zen Center.

An Affiliate Leader may not authorize any material departure from the Rochester Zen Center's zendo procedures without the Abbot's permission. If the Affiliate Leader is unsure whether a contemplated departure would be "material," the Leader should consult the Head of the Zendo at the Rochester Center.

The Affiliate Leader may, in his or her discretion, lend to members of the affiliate group recordings of teisho given by the Center's Abbot or by Roshi Kapleau.

Group Instruction

If the Affiliate Leader has been authorized to give group instruction, such instruction should be given during formal sittings in a room designated for group instruction. Those receiving group instruction sit in chairs in a semi-circle facing the Affiliate Leader or, if chairs are not available, on the floor with cushions provided. Any variation on this set-up should be discussed with and approved by the RZC Abbot. Participants ask questions and receive answers one at a time; group instruction is not a group discussion period. The only circumstance under which group instruction may be given to a single individual is if group instruction is announced and only one person wishes to attend.

Private Instruction (daisan)

If the Affiliate Leader has been authorized to give private instruction, such instruction should be given during formal sittings in a designated room. The person receiving private instruction and the Affiliate Leader sit on chairs. If the Affiliate Leader has been authorized to give private instruction, both matters relating directly to practice and personal matters for which advising is appropriate may be taken up during private instruction.

Confidentiality

An Affiliate Leader shall respect the confidentiality of matters brought up in private instruction or advising, unless required to do otherwise by law. An Affiliate Leader shall not disclose to members of the affiliate group, the public, or the press any information of a confidential nature provided to the Affiliate Leader by the Rochester Zen Center or by a director, trustee, or officer of the affiliate group.

Sexual Conduct

An Affiliate Leader may not form a sexual relationship with any member of his or her group unless approval is obtained. The leader must consult with and obtain approval of both the Abbot and the affiliate group's Board of Trustees.