

DRAFT – Subject  
to Approval by  
Board of Trustees



ROCHESTER ZEN CENTER  
A BUDDHIST COMMUNITY

## BOARD OF TRUSTEES MEETING

October 19-20, 2018

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:* Chris Pulleyn (Chair), Kathryn Collina, Betsy Friedman, Sensei Gerardo Gally, Jonathan Hager, M.D., Thomas Roberts, Esq.

*Officers:* Roshi Bodhin Kjolhede, Abbot and President; Scott Jennings, Esq., Secretary and Business Manager; Jefferson Scott, Treasurer (Vice President Jeanette Prince-Cherry was unable to attend the meeting.)

*Others:* Thomas Kowal, Chair, Facilities and Sustainable Operations Committee (via teleconference); Eryl Kubicka, Chapin Mill Rental Coordinator; Ven. Wayman Kubicka, Chapin Mill Caretaker and Head of Zendo; John Pulleyn, Head of Zendo; Ven. Trueman Taylor, Zendo Assistant; Devin Wiesner, Chair, Sangha Engagement and Special Events Committees

- ◆ Devin Wiesner, who serves as Chair of the Sangha Engagement Committee, reported on behalf of the Committee. The Committee's initiatives include the following:
  - Sangha dinners held at the Center have attracted a number of participants who do not otherwise come to the Center very often; the Committee is considering holding a game night in conjunction with one of the upcoming dinners.
  - Seeing through Racism, a discussion group led by James Thompson, which meets regularly with the goal of minimizing our separation from others, is co-sponsoring a pair of workshops called "Sacred Conversations on Race."
  - Some 15 to 20 participants regularly attend meetings of the Zen of Living and Dying group, led by Wayman and Eryl Kubicka; the group supports members and their families who are dealing with illness or death.

- The Sangha Book Club, led by Susanna Guarino, has been meeting almost every month.
  - The Finding Your Seat program, which helps members and trial members get started at the Center and establish a daily meditation practice, has been meeting most Saturdays, though attendance has been low.
  - The Kannon Committee, a group of volunteers who assist ill or temporarily disabled Sangha members through companionship, delivering meals, helping with errands, and the like, is hoping to become more active.
  - The Dharma Arts Group, an informal group that attends musical performances and art exhibitions, has been going to events regularly during the past year.
  - Finally, the Committee is considering coordinating an outing to the City of Rochester Public Market.
- ◆ Devin, who also serves as Chair of the Special Events Committee, reported that the Committee is currently inactive, but may in the future sponsor a lecture series or art exhibit.
  - ◆ Tom Kowal, who serves as Chair of the Committee on Facilities and Sustainable Operations, reported to the Board via teleconference on behalf of the Committee. Tom's written report is filed with these minutes as Appendix A. In addition to reviewing items in the written report, the Board discussed how best to update and maintain the Maintenance and Preservation Program (MAPP) books for the Center's Arnold Park and Chapin Mill facilities. It was decided that the repair and maintenance supervisors at the two locations will update and maintain the books under the supervision of the Committee and with the possible help of a consultant selected by the Committee. Also, whenever a new supervisor is appointed for either location, that person should review and, if necessary, update the relevant MAPP book as part of becoming familiar with the job. Because of the time commitment required by the Klava House project, Tom plans to step down as Committee Chair upon the Board's selection of a new Chair; however, Tom will remain a member of the Committee. Tom left the meeting to resume work on the Klava House.
  - ◆ Eryl Kubicka, who serves as Chair of the Workplace Safety Committee, reported on behalf of the Committee. There have been no injuries or near injuries since the Committee's last report. Once Tom Kowal finishes work on the Klava House project at Chapin Mill and a full-time repair-and-maintenance supervisor is in place at Arnold Park, the Committee will arrange for both of them to attend a formal workplace-safety training program. Eryl also reported that the Committee is encouraging the vaccination of Center residents against influenza and that the batteries have been replaced in the automated external defibrillators (AED's) at Arnold Park and Chapin Mill. The Committee recommends that at least one person attending each sesshin know how to use an AED, even though AED's do provide automatic spoken instruction on how to operate the device.

Since Tom Kowal is now working full time at Chapin Mill, the Board appointed John Pulleyn, who is

currently acting as Arnold Park Repair-and-Maintenance Supervisor, to replace Tom as the Arnold Park Safety Officer. Tom will, however, continue as a member of the Safety Committee, the members of which will remain Eryl, Tom, John, and Wayman Kubicka, with Larry McSpadden as a consultant.

- ◆ Chris Pulleyn reported regarding the Klava House project at Chapin Mill. The project foreman, Tom Kowal, is very grateful for the help he has received from staff members, trainees, and other Sangha members. Tom is close to installing doors, windows, and the permanent roof, which will allow him to close the house in and continue with interior work during the winter. Chris noted that building supplies have unfortunately increased in cost because of demand spurred by reconstruction of structures in the South damaged by recent hurricanes. Tom hopes to finish the house early next year; Wayman remarked that building a highly energy-efficient house, such as the Klava House, takes more time than does conventional construction.
- ◆ Eryl Kubicka, who serves as Chapin Mill Rental Coordinator and Chair of the Chapin Mill Rental Committee, reported on the Chapin Mill rental program. The Committee is charged with setting rental rates, subject to approval and modification by the Board. The Committee currently comprises Eryl, Donna Kowal, and Betsy Friedman, with Jared Elliott, Scott Jennings, and Kit Miller as consultants. Eryl reported that although the Committee had projected 49 rental days for 2018, a number of cancellations have occurred, and we will likely end up renting for only about 30 days this year. In order to lessen the adverse financial effect of cancellations, the Rental Committee plans to make the cancellation-penalty provisions in our standard rental agreement more stringent, since a cancellation occurring shortly before a scheduled rental does not give us time to find a replacement renter. Under our current rental agreement, a cancelling renter only forfeits the \$500 registration fee. Among possible changes under consideration is requiring full payment well in advance, in conjunction with a graduated cancellation penalty. The Committee is currently working with Jared on conducting a telephone survey to gather information about rental rates and policies for facilities similar to ours. The survey will also serve to establish contacts with other groups that could lead to mutually beneficial referrals and sharing of information. The Committee expects to review the results of the survey and make decisions by the end of January. Our current rental rate is generally \$1,600 to \$1,700 per night, but the Committee does allow for some rate flexibility in appropriate circumstances. The Committee will likely be increasing these rates for 2019 or 2020.

Those present at the meeting discussed possible ways to reverse this year's decline in Chapin Mill rental income. In addition to modifying the cancellation-penalty provisions of the rental agreement, the Rental Committee could conduct a broader search for appropriate potential renters. For example, we could find ways to better advertise Chapin Mill to various types of organizations that conduct mindfulness or wellness retreats. This effort could include enhancing the Chapin Mill portion of the Center's website. The Committee will broaden its search for renters, and Chris Pulleyn, who has extensive professional experience in advertising, will serve as a marketing consultant to the Committee.

- ◆ The Chair of the Retreat Center Refurbishment Task Force, Chris Pulleyn, reported on behalf of the Task Force. The Board has charged the Task Force with creating a refurbishment and renovation plan for the Chapin Mill Retreat Center, with particular emphasis on ensuring that the building is appealing to potential renters. Chris reported that the Task Force, which comprises Chris, Wayman, Roshi, Tom Kowal, and Eryl Kubicka, plans to purchase about 70 bedspreads and bedside lamps in order to give the bedrooms a more attractive and uniform appearance. The furnishings and fixtures in bathrooms and shower rooms are also being enhanced.
- ◆ Ven. Wayman Kubicka, who serves as Caretaker and Head of Zendo at Chapin Mill, reported on developments there. Recent projects include the following: (1) Internet access has been upgraded so that the Mill House, Farm House, and Klava House now have hard-wired connections to the internet. In addition, wireless internet access within the Retreat Center, which is very important to renters, has been upgraded and improved. (2) Jonathan Hager has been working on re-pointing the steps and stone terrace in front of the Retreat Center. (3) Leakage from the Retreat Center soaking baths has been successfully remediated using a nanoparticle sealant recommended by Gerardo-sensei, thus saving large amounts of water.

Wayman also reported regarding plans to repair the culvert through the mill pond dam over which the access drive to the buildings at Chapin Mill passes. The culvert is severely deteriorated and will need to be rebuilt when the water level in the pond is low enough to do so. A knowledgeable contractor with whom Wayman has often worked estimates that the necessary work will cost upwards of \$50,000. The Board referred the matter to the Committee on Facilities and Sustainable Operations, with instructions to gather additional information regarding both how best to repair the culvert and whom we should hire to do so, taking into account both pricing and reputation. The Committee was instructed to make a recommendation to the Board as soon as reasonably possible.

Finally, Wayman reported that the concrete wall of the swimming area at the east end of the mill pond continues its slow collapse and will have to be repaired or rebuilt. The Board also referred this matter to the Committee on Facilities and Sustainable Operations, which was instructed to gather information and make a recommendation to the Board, including whether the work should be done at the same time as the culvert repair.

- ◆ Eryl Kubicka, who is Co-chair of the Columbarium Task Force, reported on behalf of the Task Force, whose members are Eryl and Wayman (Co-chairs), Roshi, and Tom Kowal, with Sensei Gerardo Gally and Eric Higbee serving as consultants. Eryl's written Committee report is filed with these minutes as Appendix B. Sangha member and landscape architect Eric Higbee is working on a detailed proposal with the following main elements: a curving wall in which cremated remains could be placed, and a large circular bowl of significant size that would form a natural focal point for ceremonies. The Committee hopes to present a completed design proposal, including tentative cost estimates, to the Trustees at their May 2019 meeting.

- ◆ Chris Pulleyn, who serves as Chair of the Development and Outreach Committee, requested on behalf of the Committee that the Board update and simplify the Committee's charter and also rename the Committee. The Committee was originally established to raise funds for construction of the Chapin Mill Retreat Center, and its name and charter have undergone a number of transformations since then. The Board approved changing the Committee's name to Development Committee and updating the Committee's charter to read as follows:

The Development Committee is dedicated to raising the funds that keep the Rochester Zen Center going. As membership donations represent most of the Center's income, the Committee is charged with attracting new members and retaining existing members. Additional responsibilities include marketing, grant-writing, project fundraising, and soliciting major gifts. The Committee also has oversight of events, both internal and external, which are executed by the Sangha Engagement Committee and the Special Events Committee. The Development Committee, in consultation with the Abbot, operates within a Zen Buddhist ethos.

Chris mentioned that, in view of the extent to which young people now tend to communicate through social media, it would be helpful for the Center to have a more active social media presence. The Committee hopes to find a staff member or Sangha volunteer with the time and expertise to assist in this area.

- ◆ Committee member Betsy Friedman reported regarding the Development Committee's recommendation that the Board create a Youth and Family Task Force to be overseen by the Committee. Sangha members with children have requested that the Center develop an expanded program for families and children. In order to learn what parents envision for such a program, Betsy conducted a parent focus group last month as part of a family overnight at Chapin Mill. Nine parents participated, representing six families. Among the points made by the participants in the focus group were the desirability of (1) a predictable schedule, (2) age-appropriate activities, (3) clearly defined roles and responsibilities, and (4) adequate and consistent staffing, all in the context of a program that understands the needs of parents. The Board created the requested Task Force and chartered it (1) to provide the Trustees and Abbot with the information necessary to structure an effective program for Sangha families and children, (2) to review the Center's current policies and practices regarding the involvement of families and children at the Center and to make recommendations for possible changes, (3) to formulate options for a restructured program, and (4) to propose a set of clear guidelines regarding children's access to and use of the Center's Arnold Park and Chapin Mill facilities. The Board appointed the following as members of the Task Force: Betsy Friedman (Chair), Rebecca Gilbert, Eryl Kubicka, and Ven. Trueman Taylor. The Board also authorized the Task Force to appoint up to three additional members.
- ◆ Chris Pulleyn, John Pulleyn, Jonathan Hager, and Kathy Collina reported on "Hello Pain," a wellness initiative of the Center's Community Mindfulness Outreach Program. This eight-week program, which helps participants deal with chronic pain, focuses on participants' thoughts about pain and the feelings that are triggered by those thoughts. Most recently, the program has been offered at Gilda's

Club Rochester, an organization that provides programs for those who are affected by cancer, and at the Anthony L. Jordan Health Center, which provides community-based healthcare to an underserved population that is predominately poor and urban. While the program at Gilda's Club was quite successful, the program at the Jordan Center faced substantial obstacles, such as social and transportation barriers that prevented participants from attending regularly. Future plans for "Hello Pain" include offering the program in cooperation both with the United States Department of Veterans Affairs and with Lifespan, an organization that provides information, support services, and guidance to older adults and caregivers.

- ◆ Tom Roberts reported on behalf of the Ethics and Advisory Committee. Tom reported that no complaints had been received by the Committee since its last report to the Board.

Those present at the meeting then discussed both (1) the Committee's suggestions regarding issues relating to addiction made last year following the death of a trainee at the Center due to an apparent overdose of narcotics, as well as (2) the Abbot's and Head of Zendo's responses to those suggestions. John and Roshi emphasized that the Center is very serious about dealing with issues relating to addiction in a skillful and conscientious manner. In particular, the Center now has in place policies and procedures regarding addiction that are intended both to prevent acceptance of inappropriate applicants into the Center's residential training program and to mitigate the risk of addictive behavior by residents at the Center. On behalf of the Committee, Tom expressed the view that the Abbot and Head of Zendo had satisfactorily addressed the Committee's concerns.

- ◆ Tom Roberts also reported on behalf of the Philip Kapleau Archive Task Force, which has been working with Dr. Richard Jaffe, Associate Professor of Religious Studies at Duke University, regarding the archiving of Roshi Philip Kapleau's papers at Duke. Most of the papers have been delivered to Duke, with the Center's having retained scanned copies of important documents. Two boxes (of 20) remain to be scanned, after which they will also be transferred to Duke. [*Secretary's note*: a Guide to the Philip Kapleau Papers is accessible on the Duke University website at <https://library.duke.edu/rubenstein/findingaids/kapleauphilip/#collectionoverview>.] Duke plans to host a symposium dedicated to Roshi Philip Kapleau and his teaching on Saturday, October 12, 2019. Bodhin-roshi will participate in the symposium, as will a number of other Buddhist teachers and scholars, including Roshi Mitra Bishop, who, along with Bodhin-roshi, is one of Kapleau-roshi's Dharma heirs.
- ◆ The Board approved the Business Manager's financial report for the third quarter of 2018, a copy of which is filed with these minutes as Appendix C. As of the end of the third quarter, total operating revenue (\$195,147) was lower than expected largely due to decreases in membership contributions and Chapin Mill rental income. The former is likely due to federal tax-law changes that pulled what would have been 2018 membership contributions back into 2017, and the latter is due to the cancellation of a number of scheduled rentals this year. Similarly, the Ralph B. Chapin Family Foundation, which has been making substantial annual contributions to help cover the costs of maintaining the

Chapin Mill property, made a double donation in late 2017. Largely for these reasons, the Center had a substantial operating surplus of \$87,542 in 2017, but will likely have an operating deficit in 2018. On the other hand, total year-to-date operating expenses through the third quarter of this year (\$322,697) were as expected, constituting 73 percent of the total budgeted for 2018. As of September 30, the value of the Center's Investment Fund had increased by \$157,852, or 12 percent, since the beginning of the year, before deduction of \$50,421 as an operating draw from investments. (The operating draw is currently computed as four percent of the three-year lagged average value of the Fund.)

- ◆ The members of the Finance Committee, Jonathan Hager, Scott Jennings, John Pulleyn, and Jeff Scott, reported to the meeting. The Committee had recently met with the Center's Merrill Lynch investment advisor in order to review the Center's investments. The Center's "investment-type assets" (cash, money-market funds, certificates of deposit, stocks, bonds, mutual funds, and mortgage loans) were allocated as follows on September 30, 2018: equity investments, 64 percent; fixed-income investments (including mortgage loans and certificates of deposit), 30 percent; cash and money market funds, 5 percent. The Committee had previously rebalanced these assets in a manner consistent with the Board's policy decision that, in order to avoid excessive risk of investment volatility, no more than 60 percent of the such assets should be invested in equities. However, continued appreciation of the equity portion of the Center's assets raised that percentage to 64 by the end of third quarter. The Committee plans to monitor this percentage during the remainder of the year and, if necessary, sell sufficient equities at year's end to bring the percentage of equity investments down to 60. The Trustees expressed their agreement with the Committee's practice of meeting quarterly with the Center's investment advisor and of rebalancing the Center's investments semiannually, unless the Committee determines that circumstances make it prudent to do so more frequently.
- ◆ On the Business Manager's recommendation, the Board adjusted the Center's 2018 budget as follows: (1) The \$5,000 in the contingency expense account was transferred to the teaching expense account to pay for the Center's legal expenses associated with obtaining an R-1 nonimmigrant religious worker visa for an Auckland Zen Centre member who is now a resident staff member at the Rochester Zen Center. (2) The capital expenditure account for furniture and fixtures was increased by the \$9,042 cost of installing a heat-pump system that will both maintain a temperature-controlled environment for the Center's art storage area and provide heating and cooling for the zendo when necessary.
- ◆ The Board discussed the Business Manager's proposed 2019 budget, a copy of which is filed with these minutes as Appendix D. The proposed 2019 expense budget of \$466,200 represents about a six percent increase over the 2018 budget. Most of this increase is attributable to growth of the Center's staff since the adoption of the 2018 budget, combined with the current inflation rate of between two and three percent. Scott noted that most of the individual operating expense budgets have been changed little, if at all, between 2018 and 2019.

The proposed 2019 budget for operating revenue is \$387,000, based, inter alia, on projections that (1) 2019 membership contributions will remain approximately the same as the average during the past

few years after adjusting for inflation, and (2) net Chapin Mill rental income will decrease to \$50,000 from the recent annual average of about \$60,000.

Scott noted that the budget's inclusion of a four-percent investment draw of \$59,700 would thus result in a projected operating deficit of \$19,500 for 2019. However, this projection is subject to a number of contingencies such as possible increased revenue from the firm booking of currently tentative rentals at Chapin Mill, or increased expenses if New York State's Medicaid program is curtailed due to changes in federal law. Also, to put the projected deficit in context, Scott mentioned that the Center has an accumulated operating surplus of \$149,625 for the period 2009 through 2017. At the conclusion of its discussion, the Board tentatively approved the proposed 2019 budget.

- ◆ The Board approved the minutes of its May 19-20, 2018, meeting, as submitted by the Secretary on October 16, 2018, and the minutes of the May 27, 2018, Annual Corporate Meeting of Members, as submitted by the Secretary on July 10, 2018.
- ◆ 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's salary continue as follows: (1) a base salary of \$22,500 per annum, plus (2) any bonuses proposed by the Committee and acquiesced in by the Board, plus (3) any donations to the Center that may be earmarked to supplement the Abbot's base pay. Roshi returned to the meeting. The Board then discussed Roshi's clergy housing allowance, which is authorized under section 107 of the Internal Revenue Code. Roshi confirmed that his housing expenses remain greater than \$25,000 per annum and that he expects to use a total of \$4,000 from his annual pay as elective deferrals (employee contributions) to his section 403(b) retirement account. The Business Manager reported that, with the help of Center member David Kernan, Esq., excess allocations to Roshi's 403(b) account that the Center had inadvertently made in 2013 and 2016 have been corrected under the self-correction procedure of the Internal Revenue Service's Employee Plans Compliance Resolution System. The Board determined that Roshi's annual clergy housing allowance will continue to be the lesser of (1) the entire amount of his salary, minus \$2,500, minus the year's total non-elective (employer) contributions to Roshi's 403(b) account, or (2) \$25,000.
- ◆ At the request of the Center's Merrill Lynch financial advisor, the Board adopted the "Corporate Resolution Authorizing Loan Management Account" filed with these minutes as Appendix E.
- ◆ The Board reviewed the membership of the Center's standing committees and task forces. In addition to taking actions, as noted above, regarding the Chapin Mill Rental Committee, the Development Committee, and the Youth and Family Task Force, the Board made the following changes:

The Board appointed Sangha member Elizabeth Machmer to the Trustee Nominating Committee, replacing Deborah Zaretsky. The Board also appointed Betsy Friedman as the Trustee member of the Committee, replacing Jonathan Hager. The Committee now comprises Roshi, Elizabeth, Betsy, Scott Jennings, and Brenda Reeb.



At the recommendation of members of the Garden and Grounds Committee, the Board replaced the Committee with an Arnold Park Garden and Grounds Committee and a Chapin Mill Garden and Grounds Committee. The Board encourages both committees to consult with knowledgeable experts as appropriate.

The charter of the Arnold Park Garden and Grounds Committee is as follows: “The Committee shall set policies and make major decisions regarding plantings and hardscape features (nonliving or man-made fixtures) at 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, (3) the planting or removal of plants that will be particularly prominent or noticeable, or (4) any significant addition, removal, or change involving hardscape features.” The Committee’s members are Roshi (Chair), Scott Jennings, Josh Groves, and John Pulleyn.

The charter of the Chapin Mill Garden and Grounds Committee is as follows: “[*The same as above, but with ‘Chapin Mill’ replacing ‘Arnold Park’*] The Committee shall also set general policies and make 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.” The Committee’s members are Eryl Kubicka (Chair), Roshi, Tom Kowal, and Wayman Kubicka.

- ◆ The Board created a task force charged with proposing to the Board an aesthetically attractive and financially feasible plan for the space at Chapin Mill in which the Farm House, the Klava House, and the parking area are located. The plan will encompass landscaping and signage, as well as accommodation of pedestrian and vehicular traffic. The goal is to integrate buildings, landscape, signage, parking, roadways, and walkways into a functional, pleasing, and harmonious whole. The members of the task force are Chris Pulleyn (Chair), Roshi, Donna Kowal, and Eryl Kubicka, with Andris Chapin, David Fernandez, and Sensei Gerardo Gally serving as consultants.
- ◆ Roshi reported to the meeting regarding spiritual affairs. In view of the rather serious problems we’ve faced with some trainees who have had little or no prior involvement with the Center, Roshi and John Pulleyn are working on modifying our procedures for considering applicants for residential training. The goal is to accept suitable applicants who will benefit from training at the Center while screening out those who are likely to encounter severe difficulties in the Center’s highly structured training environment. In other news, Roshi reported that he is exploring the possibility of writing a book based on teisho and other talks that he has given. Roshi also reported that Jeanette Prince-Cherry, who serves as the Rochester Zen Center’s Vice President and as the leader of the Louisville Zen Center, was being invested as a novice Zen priest by Sensei Amala Wrightson, the Spiritual Director of the Auckland Zen Centre.

In July Wayman and Eryl Kubicka served as teachers-in-residence at the Chautauqua Institution’s Mystic Heart Meditation Seminar. In August John Pulleyn gave a talk at Chautauqua as part of the Institution’s Interfaith Friday series. John’s talk focused on Zen Buddhism and its relationship to other religious traditions. The talk was followed by questions both from Episcopal Bishop Gene Robinson,

who heads the religion department at Chautauqua, and from the audience, which numbered about a thousand. All nine of the Interfaith Friday conversations presented during Chautauqua's 2018 season, including John's, are available on DVD from the Chautauqua bookstore at [www.chautauquabookstore.com/shop/lectures/2018/interfaith-fridays](http://www.chautauquabookstore.com/shop/lectures/2018/interfaith-fridays).

Roshi next reported regarding affiliates, sitting groups, and sister centers. Our sole formal affiliate, the Madison Zen Center, is doing well under the direction of Affiliate Leader Rick Smith. At the Auckland Zen Centre, our sister center in Auckland, New Zealand, Sensei Amala Wrightson continues to contend with Auckland's very high cost of living, as well as a building that is not at present suitable for residential training. Roshi reported that Amala-sensei was currently visiting both the Louisville Zen Center and the Cleveland Zazen Group, and that both of these sitting groups continue on a steady course. Roshi also mentioned that Amala-sensei would be leading the September-October sesshin at Chapin Mill and would return to New Zealand after the November sesshin, which she plans to attend. Our European sister organizations, the Berlin Zen Group in Germany, led by Sensei Robert Goldmann, and Zenbuddhistiska Samfundet (Zen Buddhist Association) in Scandinavia, led by Roshis Sante Poromaa and Kanja Odland, also continue on a steady course.

Gerardo-sensei reported regarding Casa Zen, our sister center in Mexico City that he leads. The group is doing fine and is slowly growing, and has now moved into the upper floor of the building that houses Gerardo's publishing business, Editorial Pax México. Gerardo reported that many of those affiliated with the group attend sesshin, but do not come to daily sittings at Casa Zen. The group has been boosting its outreach efforts, which include the creation of short videos, as well as increased use of social media. As part of this effort, Gerardo will soon be giving a talk to Mexican university students.

- ◆ Those present at the meeting discussed the recent decline in the Center's membership. Over the past two years, the Center's total membership has decreased from 457 to 408, a decline of over ten percent. Scott and John reported that this decline has been due to a combination of fewer new members joining than in the past and more members dropping their membership (or dying) than in the past. John pointed out that although many people are enthusiastic after attending an introductory workshop at the Center, it can be difficult for them to become engaged with the Center and to establish a regular meditation practice. Although our regular Tuesday evening "beginners' nights" and the Finding Your Seat program are helpful in this regard, we might want to try more. One possibility would be a more intensive two-or-three-day introduction to Zen Buddhism that includes lectures, practical instruction, zazen, exercise, and social interaction. Such an introduction could include the elements of our present introductory workshops, while offering a more immersive experience. Roshi noted that Zenbuddhistiska Samfundet already offers something similar; Trueman Taylor will ask them for detailed information.
- ◆ The Board gave final approval to the Business Manager's proposed 2019 budget.

- ◆ The Board confirmed all day Saturday and Sunday morning, May 18 and 19, as the dates for its spring 2019 meeting. The Board also tentatively set Friday afternoon and all day Saturday, October 18 and 19, as the dates for its fall 2019 meeting.
- ◆ After the Center's Officers and Head of Zendo left the meeting, the Board met in executive session, after which it adjourned the meeting.

Submitted to the Board of Trustees on December 5, 2018  
by Scott Jennings, Secretary of the Center.

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## Appendix A

### Report of Facilities and Sustainable Operations Committee – October 2018

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

- The lower portion of the Link roof is still scheduled to be replaced (it may be done by the meeting).
- The new storm windows for 7 Arnold Park have been installed.
- A high-efficiency ductless heat pump has been installed to serve the Arnold Park zendo and Sand Room. This will allow the delicate items stored in the Sand Room to be in a climate controlled environment.
- We will also look into better options for the windows in 5 Arnold Park that require interior storm windows. The current system of magnetic panels of Plexiglas is in very rough shape and is also cumbersome.
- We are still exploring the possibility of leasing a few acres of land at Chapin Mill to Green-Spark Solar to install a solar array, however, the ball is in their court, and we aren't pushing it. They may be waiting for developments regarding the Town of Stafford solar farm moratorium.

—Tom Kowal, Chair

## Appendix B

### Report of Columbarium Task Force – October 2018

Members: Wayman Kubicka, Eryl Kubicka (Co-Chairs), Roshi Bodhin Kjolhede, Tom Kowal.

In September 2017, Center member Eric Higbee, who is a landscape architect, spent considerable time after the session he attended looking at the columbarium space. For Eric to proceed with planning, he needed a more detailed topographic survey of the columbarium area. We contacted a local surveyor, who turned out to know Ralph Chapin, and he completed a survey which was sent to Eric. The cost of the survey was less than \$400 and paid for out of the Chapin Mill Garden and Grounds budget.

After receiving the survey, Eric worked on a more detailed proposal for the columbarium space, based on five key functions previously identified by the Trustees and the Committee:

- the entry sequence as a journey
- a place for ceremonies/gatherings
- a place for quiet reflection
- a place to offer or burn things
- a place to store ashes

The Committee met with Eric in the columbarium area before the recent September/October session to look at the space in response to his updated suggestions. There was consensus that the project would appropriately be accomplished in stages, with the most important elements decided first. These main elements were identified as a curving wall in which cremains could be stored, and a large circular bowl of significant size, the latter forming a natural focal point within the space for ceremonies.

The wall could either be embedded into the hillside more like a retaining wall, or freestanding. It could be built in sections as funding allowed. Behind the wall, the land forms a natural hill, reminiscent of a burial mound.

The location of the bowl took some thought and experimentation. Eric will redraw the base plan with the proposed changes in mind.

Location of a sitting space was considered, and a possible spot identified on the south hillside below the tree line, looking across the space to the mound.

Copies of Eric's proposal – previous to the Columbarium Committee's on-site meeting – are available, and printouts will be brought to the Trustees Meeting for discussion. If an excursion to Chapin Mill is planned, we can place objects at the desired locations to give an on-site visual of the proposal.

#### Next Steps:

Eric will investigate possible vendors of large bowls for pricing and options, and also inquire into the details of the receptacles for ashes that are built into the columbarium stone wall located at Center Cemetery in Norfolk, Connecticut.

Ask the Trustees to approve payment of a consulting fee to Chuck Eblacker, local master stone-wall mason, to discuss possible options for a wall to be built in stages, and the cost of starting a small section using his skills. Although building the full wall seems far out of reach as far as cost, there is a lot of interest among an ageing Sangha to have a designated place for cremains, and once the design is approved, it would be helpful to have a complete budget.

The Committee hopes to have a completed design proposal available for the May meeting, including some preliminary budget figures based on the current proposal outlined in this report.

Eryl Kubicka  
Co-Chair

Appendix C



ROCHESTER ZEN CENTER  
A BUDDHIST COMMUNITY

# Financial Report Third Quarter 2018

ROCHESTER ZEN CENTER  
SUMMARY OF THIRD QUARTER 2018 FINANCIAL RESULTS

	Third Quarter 2018		Third Quarter 2017	
	As of September 30, 2018	9/30/18 as % of 2018 Budget	As of September 30, 2017	9/30/17 as % of 2017 Budget
Year-to-Date Operating Revenue	\$195,147	47%	\$256,225	62%
Year-to Date Operating Expenses	<u>\$322,697</u>	73%	<u>\$324,131</u>	74%
YTD Revenue Less Expenses	(\$127,550)		(\$67,907)	
YTD Operating Draw from Investments (5% 2017; 4% 2018)	<u>\$41,736</u>		<u>\$50,421</u>	
<b>YTD Net Operating Surplus (Loss)</b>	<b>(\$85,814)</b>		<b>(\$17,486)</b>	
Membership Contributions (included in operating revenue)	\$86,805	44%	\$105,522	56%
Extraordinary Income (not included in operating revenue)	\$30,716		\$10,000	
Extraordinary Expenses (not included in operating expenses)	(\$4,000)		\$0	
<hr/>				
YTD Investment Gain (Loss)	\$96,552		\$157,852	
YTD Operating Draw from Investments (5% 2017; 4% 2018)	<u>(\$41,736)</u>		<u>(\$50,421)</u>	
YTD Net Investment Gain (Loss)	\$54,816		\$107,431	
YTD Legacies and Special Donations	<u>\$0</u>		<u>\$0</u>	
<b>YTD Total Investment Fund Change</b>	<b>\$54,816</b>		<b>\$107,431</b>	

	Operating Fund	Investment Fund	Held for Others	Realty and Art (Carried at Cost)	Total
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash & Money Market	74,773.41	714.81	106,103.86	0.00	181,592.08
Certificates of Deposit	21,000.00	307,000.00	168,000.00	0.00	496,000.00
Inventories	10,101.90	0.00	0.00	0.00	10,101.90
Accounts Receivable	20,195.94	0.00	0.00	0.00	20,195.94
Prepaid Expenses	21,555.75	0.00	0.00	0.00	21,555.75
Earmarked Donations (Contra)	(24,222.66)	0.00	0.00	0.00	(24,222.66)
<i>Total Current Assets</i>	<i>123,404.34</i>	<i>307,714.81</i>	<i>274,103.86</i>	<i>0.00</i>	<i>705,223.01</i>
<b>NON-CURRENT ASSETS</b>					
Non-Equity Investments (At Book)	0.00	180,139.93	0.00	0.00	180,139.93
Equity Investments (At Market)	0.00	1,069,385.30	0.00	0.00	1,069,385.30
Mortgage Loans Outstanding	0.00	22,367.39	0.00	0.00	22,367.39
Depreciable Fixed Assets (Net)	242,317.94	0.00	0.00	0.00	242,317.94
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	123,419.07	123,419.07
<i>Total Non-Current Assets</i>	<i>242,317.94</i>	<i>1,271,892.62</i>	<i>0.00</i>	<i>5,489,581.34</i>	<i>7,003,791.90</i>
<b>TOTAL ASSETS</b>	<b>365,722.28</b>	<b>1,579,607.43</b>	<b>274,103.86</b>	<b>5,489,581.34</b>	<b>7,709,014.91</b>
<b>LIABILITIES &amp; EQUITY</b>					
<b>CURRENT LIABILITIES</b>					
Taxes, Medicare, SS Payable	1,035.69	0.00	0.00	0.00	1,035.69
Prepaid Income	0.00	0.00	0.00	0.00	0.00
Other Current Liabilities	5,343.38	0.00	0.00	0.00	5,343.38
<i>Total Current Liabilities</i>	<i>6,379.07</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>6,379.07</i>
<b>LONG-TERM LIABILITIES</b>					
Auckland Zen Centre Fund	0.00	0.00	1,753.67	0.00	1,753.67
Louisville Zen Center Fund	0.00	0.00	253,969.34	0.00	253,969.34
Abbot's Scholarship Fund	0.00	0.00	18,380.85	0.00	18,380.85
<i>Total Long-Term Liabilities</i>	<i>0.00</i>	<i>0.00</i>	<i>274,103.86</i>	<i>0.00</i>	<i>274,103.86</i>
<b>EQUITY</b>					
»»Year-to-Date Revenues	195,146.80	96,552.20	0.00	0.00	291,699.00
»»(Less Year-to-Date Expenses)	322,696.56	0.00	0.00	0.00	322,696.56
»YTD Revenues Less Expenses	(127,549.76)	96,552.20	0.00	0.00	(30,997.56)
»YTD Investment Draw (4% per annum)	41,735.74	(41,735.74)	0.00	0.00	0.00
Year-to-Date Net Surplus (Loss)	(85,814.02)	54,816.46	0.00	0.00	(30,997.56)
Extraordinary Income & Expenses	26,715.53	0.00	0.00	0.00	26,715.53
Capitalized from Building Fund	0.00	0.00	0.00	0.00	0.00
Interfund Transfers In (Out)	(55,000.00)	50,000.00	0.00	5,000.00	0.00
Previous Year-End Fund Balances	473,441.70	1,474,790.97	0.00	5,484,581.34	7,432,814.01
<i>Total Equity (Current Fund Balances)</i>	<i>359,343.21</i>	<i>1,579,607.43</i>	<i>0.00</i>	<i>5,489,581.34</i>	<i>7,428,531.98</i>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>365,722.28</b>	<b>1,579,607.43</b>	<b>274,103.86</b>	<b>5,489,581.34</b>	<b>7,709,014.91</b>



ROCHESTER ZEN CENTER  
Income and Expense Statement for the Quarter Ended September 30, 2018

Account	3Q2018 Actual	2018 Budget	% of Budget	3Q2017 Actual	
<b>GENERAL OPERATING FUND - INCOME ACCOUNTS</b>					
	\$77	\$800	10%	\$552	
	\$533	\$0		(\$11,531)	
40143G	\$5,883	\$7,000	84%	\$5,350	
40150G	\$530	\$500	106%	\$660	
40151G	\$86,805	\$198,000	44%	\$105,645	
4C151G	\$517	\$38,600	1%	\$23,036	
40152G	\$8,245	\$12,000	69%	\$8,755	
40153G	\$2,965	\$4,000	74%	\$2,350	
4C153G	\$0	\$100	0%	\$0	
40159G	\$10,913	\$14,000	78%	\$10,709	
4C159G	\$29,399	\$69,000	43%	\$48,874	
40160/2G	\$6,816	\$12,500	55%	\$8,740	
4C160G	\$0	\$200	0%	\$0	
40161G	\$42,465	\$63,000	67%	\$53,839	
	<b>Total Operating Revenue</b>	<b>\$195,147</b>	<b>\$419,700</b>	<b>46%</b>	<b>\$256,980</b>
<b>GENERAL OPERATING FUND - EXPENSE ACCOUNTS</b>					
60170G	\$0	\$500	0%	\$0	
60171G	\$6,605	\$6,500	102%	\$6,973	
60172G	\$7,357	\$3,100	237%	\$1,074	
6C172G	\$0	\$200	0%	\$82	
60175G	\$31,610	\$43,800	72%	\$38,661	
6C175G	\$6,851	\$21,800	31%	\$9,996	
60176G	\$44,283	\$56,700	78%	\$42,260	
6C176G	\$7,432	\$12,500	59%	\$7,507	
60177G	\$32,257	\$37,000	87%	\$28,652	
6C177G	\$7,672	\$9,500	81%	\$6,410	
60178G	\$4,847	\$5,000	97%	\$4,315	
6C178G	\$1,715	\$2,300	75%	\$1,770	
60179G	\$14,796	\$24,800	60%	\$15,999	
6C179G	\$4,991	\$6,700	74%	\$4,658	
60180G	\$1,084	\$1,500	72%	\$585	
6C180G	\$0	\$100	0%	\$0	
60181G	\$3,872	\$4,400	88%	\$3,460	
6C181G	\$123	\$500	25%	\$17	
60182G	\$6,343	\$6,100	104%	\$4,194	
6C182G	\$1,652	\$4,500	37%	\$3,276	
60183G	\$6,999	\$8,200	85%	\$7,030	
6C183G	\$9,785	\$13,700	71%	\$9,848	
60184G	\$10,887	\$18,000	60%	\$8,742	
6C184G	\$11,793	\$22,000	54%	\$14,028	
60186G	\$28,958	\$38,800	75%	\$28,911	
6C186G	\$16,676	\$22,200	75%	\$16,466	
60187G	\$1,100	\$1,500	73%	\$500	
60188G	\$2,624	\$2,700	97%	\$2,737	
6C188G	\$1,342	\$3,500	38%	\$2,994	
60189G	\$169	\$300	56%	\$0	
60190G	\$10,919	\$9,400	116%	\$9,155	
6C190G	\$2,414	\$3,000	80%	\$7,624	
60191G	\$5,883	\$6,600	89%	\$5,630	
6C191G	\$4,259	\$5,300	80%	\$4,359	
60192G	\$3,516	\$3,500	100%	\$3,617	
60193G	\$656	\$1,000	66%	\$738	

ROCHESTER ZEN CENTER  
Income and Expense Statement for the Quarter Ended September 30, 2018

Account	3Q2018 Actual	2018 Budget	% of Budget	3Q2017 Actual	
6C192G	CM Computer Expenses	\$675	\$1,000	68%	\$644
60300G	Bad Debt Expense	\$0	\$0		(\$53)
60389G	Depreciation Expense	\$15,850	\$21,200	75%	\$16,557
6C389G	CM Depreciation Expense	\$4,700	\$6,100	77%	\$5,360
60500G	Contingency (Budget Use Only)		\$5,000		
<b>Total Operating Expenses</b>		<b>\$322,697</b>	<b>\$440,500</b>	<b>73%</b>	<b>\$324,774</b>
<b>Operating Revenue Less Expenses</b>		<b>(\$127,550)</b>	<b>(\$20,800)</b>		<b>(\$67,794)</b>
40168G	Operating Draw from Investments	\$41,736	\$54,800	76%	\$50,421
<b>Total Net Operating Surplus (Loss)</b>		<b>(\$85,814)</b>	<b>\$34,000</b>		<b>(\$17,373)</b>
<b>Extraordinary Income &amp; Expenses</b>		<b>\$10,000</b>			<b>\$20,000</b>
<b>CAPITAL EXPENDITURES</b>					
15000G	Furniture and Fixtures	\$9,042			\$9,251
15100G	Equipment and Computers	\$7,880			\$975
15200G	Motor Vehicles	\$0			\$0
Non-CM Capital Expenditures		\$16,922	\$25,542	66%	\$10,226
1C500G	CM Capital Expenditures	\$18,223	\$21,800	84%	\$0
<b>Total Capital Expenditures</b>		<b>\$35,145</b>	<b>\$47,342</b>	<b>74%</b>	<b>\$10,226</b>
<b>INVESTMENT FUND</b>					
40167I	ML Equity YTD Gain (Loss)	\$85,488			\$152,347
40168I	Interest Income (IF)	\$11,065			\$5,506
40170I	Other Income (IF)	\$0			\$0
Gross Investment Income		\$96,552			\$157,852
60168I	Operating Draw from Investments	(\$41,736)			(\$50,421)
Investment Income Less Draw		\$54,816			\$107,431
40155I	Legacies & Special Donations	\$0			\$0
<b>Total Net Investment Fund Gain (Loss)</b>		<b>\$54,816</b>			<b>\$107,431</b>

ROCHESTER ZEN CENTER  
Past-Year Comparison – September 30, 2018

	30-Sep-18	3Q Average 2013-2017	30-Sep-17	30-Sep-16	30-Sep-15	30-Sep-14	30-Sep-13	
<b>GENERAL OPERATING FUND – INCOME</b>								
	Net Item Sales Income	77	1,060	555	3,329	407	583	425
	Net Special Events Income	533	(3,861)	(11,531)	(8,268)	0	0	492
40143G	Royalty Income	5,883	4,508	5,350	5,665	3,674	3,136	4,716
40150G	Zen Bow Income	530	363	660	180	220	415	337
40151G	Membership Contributions	86,805	98,918	105,522	100,624	95,380	96,895	96,167
4C151G	CM Operating Donations	517	25,878	23,036	24,475	26,737	27,481	27,660
40152G	Workshop Income	8,245	10,199	8,755	11,112	10,525	11,127	9,475
40153G	Training Program Income	2,965	3,787	2,350	3,075	3,083	5,956	4,474
4C153G	CM Training Program Income	0	9	0	0	45	0	0
40159G	Buddha Hall Rental Income	10,913	10,369	10,709	10,413	10,376	10,199	10,148
4C159G	Net CM Rental Income	29,399	49,548	48,874	59,158	54,010	42,142	43,556
40160/2G	Misc. Income & Contributions	6,816	7,863	8,736	8,164	9,605	6,092	6,720
4C160G	CM Miscellaneous Income	0	267	0	0	523	12	800
40161G	Sesshin Income	42,465	42,283	53,209	37,406	39,984	37,574	43,243
	<b>Total YTD Operating Income</b>	<b>195,147</b>	<b>251,190</b>	<b>256,225</b>	<b>255,333</b>	<b>254,569</b>	<b>241,611</b>	<b>248,214</b>
	Percentage of full-year actual total	47% of budget	63%	62% of budget	62%	64%	61%	64%
<b>GENERAL OPERATING FUND – EXPENSES</b>								
60170G	Charity Expenses	0	0	0	0	0	0	0
60171G	Zen Bow Expenses	6,605	4,378	6,973	2,252	2,254	4,243	6,168
60172G	Teaching Expenses	7,357	2,173	1,077	2,411	1,713	2,070	3,592
6C172G	CM Teaching Expenses	0	32	82	10	66	0	0
60175G	Medical & Health Insurance	31,610	51,544	38,661	37,033	59,820	62,348	59,856
6C175G	CM Medical & Health Insurance	6,851	11,362	9,996	9,887	16,918	12,080	7,930
60176G	Staff Salary Expense	44,283	45,851	42,260	47,888	47,944	45,414	45,748
6C176G	CM Staff Salary Expense	7,432	8,354	7,507	7,483	8,955	9,511	8,313
60177G	Kitchen Expenses	32,257	31,774	28,423	29,974	31,884	34,083	34,504
6C177G	CM Kitchen Expenses	7,672	6,624	6,359	5,945	7,877	5,782	7,155
60178G	Housekeeping Expenses	4,847	3,529	4,295	3,689	3,095	3,280	3,288
6C178G	CM Housekeeping Expenses	1,715	1,495	1,592	1,424	1,548	1,798	1,111
60179G	To Staff Departure Fund	14,796	15,756	15,999	17,081	15,528	14,197	15,972
6C179G	CM Staff Departure Fund	4,991	4,126	4,658	3,993	3,993	3,993	3,993
60180G	Misc Administrative Expenses	1,084	778	585	1,005	933	665	704
6C180G	CM Misc Administrative Expense	0	75	0	0	97	225	55
60181G	Office Expenses	3,872	3,105	3,468	3,004	3,655	3,286	2,111
6C181G	CM Office Expenses	123	341	17	1,057	394	225	14
60182G	Telecommunications Expenses	6,343	4,443	4,194	4,938	3,685	4,188	5,209
6C182G	CM Telecommunications Expenses	1,652	2,896	3,276	2,659	2,789	3,384	2,372
60183G	Gas & Electricity Expenses	6,999	7,042	7,030	4,795	6,780	8,886	7,719
6C183G	CM Utility Expenses	9,785	10,657	9,848	9,048	10,009	14,303	10,077
60184G	Repair & Maintenance Expenses	10,887	10,589	8,742	6,970	12,434	8,697	16,101
6C184G	CM Rep & Maintenance Expenses	11,793	12,940	14,028	11,601	16,665	10,774	11,631
60186G	Insurance Expenses	28,958	26,462	28,911	31,336	27,454	24,682	19,929
6C186G	CM Insurance Expenses	16,676	15,289	16,466	17,893	16,265	14,557	11,265
60187G	Fundraising & Advertising Exp.	1,100	898	500	1,000	1,000	830	1,159
6C187G	CM Fundraising & Adv Expenses	0	0	0	0	0	0	0
60188G	Garden & Grounds Expenses	2,624	2,222	2,737	2,000	655	3,484	2,235
6C188G	CM Garden & Grounds Expenses	1,342	3,352	2,994	2,462	2,331	3,330	5,646
60189G	Library Expenses	169	85	0	19	41	269	99
60190G	Automobile Expenses	10,919	7,314	9,155	7,040	5,851	6,207	8,320
6C190G	CM Automobile Expenses	2,414	4,720	7,624	5,233	5,521	3,764	1,458
60191G	Taxes & Municipal Fees	5,883	6,085	5,630	6,143	6,248	6,066	6,340
6C191G	CM Tax & User Fee Expenses	4,259	3,509	4,204	3,826	3,594	3,341	2,579
60192G	Computer Expenses	3,516	2,748	3,617	2,184	2,414	3,014	2,512
6C192G	CM Computer Expenses	675	363	644	(10)	379	354	446
60193G	Banking, PayPal & Crdt Crd Fees	656		718	562	313	73	
60300G	Bad Debt Expense	0	9	(53)	0	100	0	0
60389G	Depreciation Expense	15,850	15,830	16,557	17,163	15,854	15,273	14,301
6C389G	CM Depreciation Expense	4,700	6,120	5,360	6,827	6,828	5,715	5,871
	<b>Total YTD Operating Expenses</b>	<b>322,697</b>	<b>334,870</b>	<b>324,131</b>	<b>317,826</b>	<b>353,882</b>	<b>344,393</b>	<b>335,786</b>
	Percentage of full-year actual total	73% of budget	71%	74% of budget	63%	73%	74%	72%
	<b>YTD Operating Income Less Expenses</b>	<b>(127,550)</b>	<b>(83,680)</b>	<b>(67,907)</b>	<b>(62,493)</b>	<b>(99,313)</b>	<b>(102,783)</b>	<b>(87,572)</b>
40168G	Operating Draw from Investments	41,736	45,226	50,421	47,018	45,309	42,728	40,653
	<b>Total Net Operating Surplus (Loss)</b>	<b>(85,814)</b>	<b>(38,455)</b>	<b>(17,486)</b>	<b>(15,476)</b>	<b>(54,004)</b>	<b>(60,055)</b>	<b>(46,920)</b>

ROCHESTER ZEN CENTER  
Past-Year Comparison – September 30, 2018

	30-Sep-18	3Q Average 2013-2017	30-Sep-17	30-Sep-16	30-Sep-15	30-Sep-14	30-Sep-13
<b>CAPITAL EXPENDITURES</b>							
15000G Furniture and Fixtures	9,042	11,898	9,251	16,250	33,053	0	938
15100G Equipment and Computers	7,880	1,643	975	6,285	0	953	0
15200G Motor Vehicles	0	3,283	0	0	0	8,179	8,235
1C500G CM Capital Expenditures	18,223	4,201	0	5,010	5,017	8,936	2,040
<b>Total YTD Capital Expenditures</b>	<b>35,145</b>	<b>21,024</b>	<b>10,226</b>	<b>27,545</b>	<b>38,070</b>	<b>18,068</b>	<b>11,213</b>
<b>INVESTMENT FUND</b>							
40167I ML Equity YTD Gain (Loss)	85,488	69,450	152,347	61,457	(22,198)	58,870	96,773
40168I Interest Income (IF)	11,065	6,076	5,506	6,481	6,528	6,870	4,993
40170I Other Income (IF)	0	7	0	14	0	10	14
40181I W&R YTD Gain (Loss)	0	0	0	0	0	0	0
<b>Gross YTD Investment Fund Income</b>	<b>96,552</b>	<b>75,533</b>	<b>157,852</b>	<b>67,952</b>	<b>(15,670)</b>	<b>65,749</b>	<b>101,780</b>
60168I Operating Draw from Investments	(41,736)	(45,226)	(50,421)	(47,018)	(45,309)	(42,728)	(40,653)
<b>Net Investment Fund Gain (Loss)</b>	<b>54,816</b>	<b>30,307</b>	<b>107,431</b>	<b>20,934</b>	<b>(60,980)</b>	<b>23,021</b>	<b>61,128</b>
40155I Legacies & Special Donations	0	300	0	0	0	0	1500
<b>Total YTD Endowment Fund Change</b>	<b>54,816</b>	<b>30,607</b>	<b>107,431</b>	<b>20,934</b>	<b>(60,980)</b>	<b>23,021</b>	<b>62,628</b>

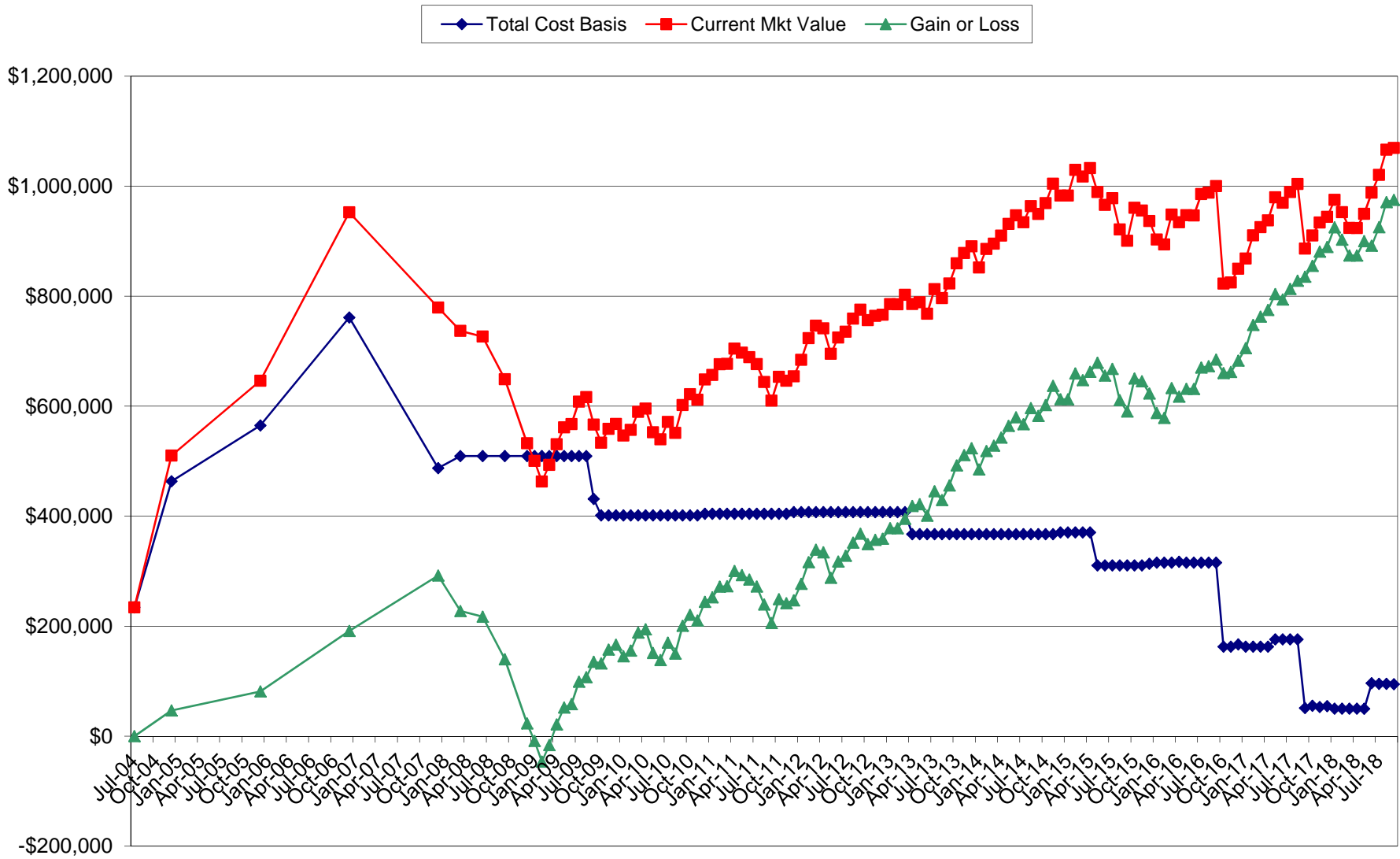
## ROCHESTER ZEN CENTER INVESTMENT FUND – September 30, 2018

Account	Instrument	As Carried on Balance Sheet		Market Value	Cost Basis	Gain (Loss)	Annual Return on Basis	Est. Annual Fixed Income
	<b>Equity Investments*</b>	<i>At Market</i>						
14052I	Merrill Lynch Equities Account	\$1,069,385		\$1,069,385	\$94,375	\$975,011		
	IF Equities	\$1,069,385	68%	\$1,069,385	\$94,375	\$975,011		
	<b>Cash &amp; Money Market</b>						<i>Current Int Rate</i>	
10006I	IF Share of Money Market Funds & Cash	\$715		\$715	\$715		1.16%	\$8
	IF Cash & Money Market	\$715	0%	\$715	\$307,715		0.00%	\$6
	<b>Fixed-Income Investments</b>	<i>Cost Basis</i>					<i>Crrnt Rtrn on Basis</i>	
11710I	IF Share of Certificates of Deposit	\$307,000		\$307,000	\$307,000		2.10%	\$6,447
13200I	Merrill Lynch Fixed-Income Account (Includes Additional CD's)	\$180,140		\$168,445	\$180,140	(\$11,695)	3.34%	\$6,013
	<b>Total Fixed-Income Investments</b>	\$487,140	31%	\$475,445	\$487,140	(\$11,695)	2.56%	\$12,460
	<b>Loans</b>	<i>Outstanding</i>			<i>Original</i>		<i>Loan Rate</i>	
14108I	Mdsn ZC Mtg Loan 3.34% 2/29/32	\$22,367			\$24,287		3.34%	\$723
	<b>Total Loans</b>	\$22,367	1%		\$24,287			\$723
	<b>Investment Fund Total</b>	<b>\$1,579,607</b>	<b>100%</b>					<b>\$7,311</b>

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

Additional "Investment-Like" Assets	
Operating Fund Money Market Funds & Cash	\$74,773
Operating Fund Certificates of Deposit	\$21,000
<b>Total Additional</b>	<b>\$95,773</b>
<b>Grand Total "Investment-Like Assets"</b>	<b>\$1,675,381</b>
IF Equities as Percentage of Grand Total	63.8%

### Merrill Lynch Equity Account



Abbot's Scholarship Fund  
Summary for Second and Third Quarters 2018

<b>Beginning balance 4/1/2018</b>		<b>17,042.10</b>
Contributions to Fund	3,046.01	
Interest income	<u>147.24</u>	
<b>Total fund income</b>	<b>3,193.25</b>	<b>3,193.25</b>
Sesshin fees	<u>1,854.50</u>	
<b>Total fund disbursements</b>	<b>1,854.50</b>	<b>(1,854.50)</b>
<b>Ending balance 9/30/2018</b>		<b><u>18,380.85</u></b>

Auckland Zen Centre Fund  
Summary for Second and Third Quarters 2018

<b>Beginning balance 4/1/2018</b>		<b>242.16</b>
Contributions to Fund	1,550.00	
Interest income	9.11	
Sale of T-shirts	<u>45.00</u>	
<b>Total fund income</b>	<b><u>1,604.11</u></b>	<b>1,604.11</b>
Books purchased from Rochester Zen Center		<u>92.60</u>
<b>Total fund disbursements</b>		<b><u>92.60</u> (92.60)</b>
<b>Ending balance 9/30/2018</b>		<b><u><u>1,753.67</u></u></b>



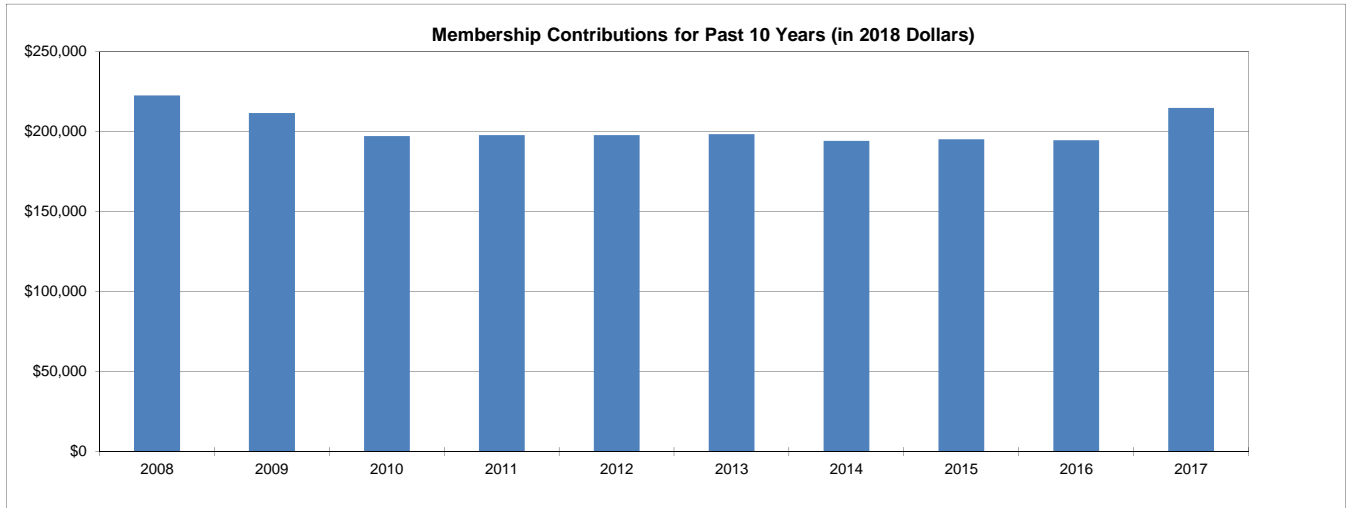
Louisville Zen Center Fund  
Summary for Second and Third Quarters 2018

<b>Beginning balance 4/1/2018</b>		<b>251,909.74</b>
Contributions to Fund	0.00	
Interest income	<u>2,059.60</u>	
<b>Total fund income</b>	<b>2,059.60</b>	<b>2,059.60</b>
<b>Total fund disbursements</b>	<u>0.00</u>	<b>0.00</b>
<b>Ending balance 9/30/2018</b>		<u><b>253,969.34</b></u>

Appendix D

Rochester Zen Center  
2019 Budget, Adopted October 2018 – Income

ACCOUNT	2019 Budget	2018 Budget	2017 Actual	2016 Actual	2015 Actual	2014 Actual	2013 Actual
Net Item Sales Income	\$800	\$800	\$1,151	\$1,290	\$468	\$1,565	\$821
Net Special Events Income	\$0	\$0	(\$8,091)	(\$6,244)	\$0	\$0	\$601
40143G Royalty Income	\$7,000	\$7,000	\$10,859	\$11,622	\$7,904	\$7,025	\$7,323
40150G Zen Bow Income	\$500	\$500	\$740	\$220	\$420	\$535	\$377
40151G Membership Contributions	\$187,100	\$198,000	\$210,463	\$186,953	\$177,426	\$180,600	\$182,649
40152G Workshop Income	\$12,000	\$12,000	\$10,890	\$13,167	\$13,470	\$13,707	\$13,213
40153G Training Program Income	\$4,000	\$4,000	\$3,220	\$4,200	\$3,788	\$7,593	\$5,280
40159G Buddha Hall Rental Income	\$14,800	\$14,000	\$14,276	\$13,884	\$13,847	\$13,646	\$13,544
40160/2G Miscellaneous Income	\$12,500	\$12,500	\$16,024	\$13,085	\$14,538	\$12,342	\$12,448
40161G Sesshin Income	\$63,000	\$63,000	\$72,699	\$57,205	\$63,715	\$59,694	\$65,447
Net CM Rental Income	\$50,000	\$69,000	\$58,694	\$66,114	\$67,884	\$60,532	\$58,507
4C151G CM Misc. Deductible Contribtns	\$35,000	\$38,600	\$53,855	\$36,779	\$39,518	\$38,644	\$38,800
4C153G CM Training Program Income	\$100	\$100	\$0	\$0	\$45	\$0	\$0
4C160G CM Miscellaneous Income	\$200	\$200	\$0	\$0	\$523	\$92	\$800
<b>Total Operating Revenue</b>	<b>\$387,000</b>	<b>\$419,700</b>	<b>\$444,779</b>	<b>\$398,275</b>	<b>\$403,546</b>	<b>\$395,975</b>	<b>\$399,810</b>



Rochester Zen Center  
2019 Budget, Adopted October 2018 – Expenses

ACCOUNT	2019 Budget	2018 Budget	2017 Actual	2016 Actual	2015 Actual	2014 Actual	2013 Actual
<b>Arnold Park</b>							
60170G Charity Expenses	\$500	\$500	\$250	\$0	\$435	\$0	\$719
60171G Zen Bow Expenses	\$8,500	\$6,500	\$6,955	\$2,858	\$4,472	\$5,845	\$6,368
60172G Teaching Expenses	\$2,500	\$8,100	\$1,375	\$4,587	\$3,244	\$2,135	\$4,059
60175G Medical & Health Insurance	\$50,000	\$43,800	\$46,314	\$47,342	\$78,672	\$81,948	\$78,102
60176G Staff Salary Expense	\$65,900	\$56,700	\$57,604	\$64,403	\$66,294	\$64,170	\$63,210
60177G Kitchen Expenses	\$41,000	\$37,000	\$41,266	\$37,979	\$42,258	\$41,706	\$43,424
60178G Housekeeping Expenses	\$5,500	\$5,000	\$5,631	\$5,342	\$4,327	\$4,434	\$4,896
60179G 403(b) Retirement Plan	\$27,500	\$24,800	\$21,656	\$22,405	\$21,185	\$18,856	\$21,629
60180G Misc Administrative Expenses	\$1,500	\$1,500	\$1,139	\$1,486	\$2,393	\$911	\$1,471
60181G Office Expenses	\$4,400	\$4,400	\$4,041	\$3,683	\$4,541	\$4,241	\$3,012
60182G Telecommunications Expenses	\$6,600	\$6,100	\$6,098	\$6,273	\$4,957	\$5,642	\$6,733
60183G Gas & Electricity Expenses	\$8,200	\$8,200	\$9,777	\$6,008	\$7,762	\$10,028	\$8,901
60184G Repair & Maintenance Expenses	\$18,000	\$18,000	\$13,688	\$11,506	\$15,122	\$11,799	\$21,294
60185G Kapleau-roshi Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
60186G Insurance Expenses	\$39,500	\$38,800	\$37,769	\$41,622	\$37,053	\$34,680	\$28,387
60187G Fundraising & Advertising Exp	\$1,500	\$1,500	\$500	\$1,300	\$1,800	\$1,255	\$1,589
60188G Garden & Grounds Expenses	\$5,000	\$2,700	\$3,331	\$2,109	\$2,266	\$3,563	\$2,586
60189G Library Expenses	\$300	\$300	\$0	\$29	\$139	\$287	\$142
60190G Automobile Expenses	\$9,000	\$9,400	\$11,157	\$8,297	\$8,671	\$12,157	\$16,004
60191G Taxes & Municipal Fees	\$7,400	\$6,600	\$6,448	\$7,007	\$7,006	\$6,780	\$6,649
60192G Computer Expenses	\$4,000	\$3,500	\$3,429	\$2,855	\$2,532	\$3,014	\$2,512
60193G Banking, PayPal & Credit Card Fees	\$1,000	\$1,000	\$1,052	\$807	\$503	\$203	\$0
60300G Bad Debt Expense	\$0	\$0	(\$53)	\$0	\$100	\$0	\$385
60389G Depreciation Expense	\$20,300	\$21,200	\$21,813	\$23,168	\$21,385	\$20,532	\$19,190
61500G Contingency (budget use only)	\$5,000						
<b>AP Operating Expenses</b>	<b>\$333,100</b>	<b>\$305,600</b>	<b>\$301,238</b>	<b>\$301,067</b>	<b>\$337,117</b>	<b>\$334,186</b>	<b>\$341,263</b>
<b>Chapin Mill</b>							
6C172G CM Teaching Expenses	\$200	\$200	\$82	\$10	\$66	\$62	\$137
6C175G CM Medical & Health Insurance	\$19,100	\$21,800	\$12,141	\$12,629	\$22,210	\$15,696	\$13,153
6C176G CM Staff Salary Expense	\$13,100	\$12,500	\$10,484	\$10,387	\$12,731	\$13,175	\$12,732
6C177G CM Kitchen Expense	\$9,600	\$9,500	\$7,712	\$7,433	\$9,801	\$7,374	\$8,754
6C178G CM Housekeeping Expense	\$2,300	\$2,300	\$2,155	\$2,261	\$1,880	\$2,393	\$1,372
6C179G CM 403(b) Retirement Plan	\$7,200	\$6,700	\$6,322	\$5,324	\$5,324	\$5,324	\$5,324
6C180G CM Misc. Administrative Expense	\$100	\$100	\$0	\$0	\$97	\$225	\$155
6C181G CM Office Expenses	\$500	\$500	\$17	\$203	\$975	\$575	\$14
6C182G CM Telecommunications Expense	\$4,500	\$4,500	\$3,916	\$4,134	\$3,586	\$4,388	\$3,479
6C183G CM Gas & Electricity Expenses	\$12,000	\$13,700	\$12,177	\$11,971	\$13,080	\$17,209	\$13,621
6C184G CM Repair & Maintenance Exp.	\$22,000	\$22,000	\$18,904	\$16,543	\$21,562	\$18,678	\$18,386
6C186G CM Insurance Expense	\$22,600	\$22,200	\$21,435	\$23,814	\$22,032	\$20,590	\$16,405
6C187G CM Fundraising & Adv Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6C188G CM Garden & Grounds Expense	\$3,500	\$3,500	\$3,151	\$3,210	\$3,101	\$3,547	\$5,675
6C190G CM Automobile Expense	\$3,000	\$3,000	\$11,152	\$5,461	\$6,134	\$4,358	\$2,956
6C191G CM Tax & User Fee Expenses	\$5,500	\$5,300	\$6,350	\$5,797	\$5,732	\$5,347	\$4,946
6C192G CM Computer Expenses	\$1,000	\$1,000	\$623	\$904	\$379	\$877	\$446
6C389G CM Depreciation Expense	\$6,900	\$6,100	\$6,782	\$8,798	\$9,197	\$7,800	\$7,820
<b>CM Operating Expenses</b>	<b>\$133,100</b>	<b>\$134,900</b>	<b>\$123,402</b>	<b>\$118,878</b>	<b>\$137,887</b>	<b>\$127,619</b>	<b>\$115,374</b>
<b>Total Operating Revenue</b>	<b>\$387,000</b>	<b>\$419,700</b>	<b>\$444,779</b>	<b>\$398,275</b>	<b>\$403,546</b>	<b>\$395,975</b>	<b>\$399,810</b>
<b>Total Operating Expenses</b>	<b>\$466,200</b>	<b>\$440,500</b>	<b>\$424,641</b>	<b>\$419,945</b>	<b>\$475,004</b>	<b>\$461,804</b>	<b>\$456,637</b>
<b>Operating Revenue Less Expenses</b>	<b>(\$79,200)</b>	<b>(\$20,800)</b>	<b>\$20,139</b>	<b>(\$21,670)</b>	<b>(\$71,458)</b>	<b>(\$65,830)</b>	<b>(\$56,827)</b>
Operating Draw from Investments	\$59,700	\$54,800	\$67,403	\$62,834	\$60,788	\$57,371	\$54,795
<b>Total Net Operating Surplus (Loss)</b>	<b>(\$19,500)</b>	<b>\$34,000</b>	<b>\$87,542</b>	<b>\$41,164</b>	<b>(\$10,670)</b>	<b>(\$8,458)</b>	<b>(\$2,033)</b>
AP Capital Expenditures	\$5,000	\$25,542	\$17,000	\$22,535	\$33,053	\$9,132	\$5,369
CM Capital Expenditures	\$5,000	\$21,800	\$8,000	\$5,010	\$5,017	\$14,433	\$6,963
<b>Total Capital Expenditures</b>	<b>\$10,000</b>	<b>\$47,342</b>	<b>\$25,000</b>	<b>\$27,545</b>	<b>\$38,070</b>	<b>\$23,565</b>	<b>\$12,332</b>
	Bud 2019	Bud 2018	2017	2016	2015	2014	2013
Total Insurance Expense	\$62,100	\$61,000	\$59,204	\$65,436	\$59,085	\$55,271	\$44,792
Total Automobile Expense	\$12,000	\$12,400	\$22,308	\$13,757	\$14,805	\$16,516	\$18,959
Total Salary + Retirement Expense	\$113,700	\$100,700	\$96,066	\$102,519	\$105,534	\$101,525	\$102,895
Total Medical Expense	\$69,100	\$65,600	\$58,454	\$59,972	\$100,882	\$97,643	\$91,255
Total Kitchen Expense	\$50,600	\$46,500	\$48,978	\$45,412	\$52,059	\$49,080	\$52,178
Total Housekeeping Expense	\$7,800	\$7,300	\$7,786	\$7,603	\$6,207	\$6,826	\$6,268
Total Gas & Electricity Expense	\$20,200	\$21,900	\$21,955	\$17,979	\$20,842	\$27,238	\$22,522

## Appendix E

## BE IT RESOLVED THAT:

1. The Corporation [Rochester Zen Center] is hereby authorized and empowered to, and any of its Authorized Persons (as defined below), are hereby each authorized and empowered to, for and on behalf of and in the name of the Corporation: (i) execute and deliver a Loan Management Account Agreement (as amended, modified, supplemented or amended and restated from time to time, the "Agreement") as a Borrower, Pledgor and/or Guarantor, as the case may be, (ii) to act as Borrower, Pledgor and/or Guarantor, as the case may be, in accordance with the terms of the Agreement, (iii) if a Borrower, to borrow under the Agreement all or any portion of such amount or amounts of money or to request letters of credit as may be made available to the Corporation by Bank [Bank of America, N.A.], (iv) if a Pledgor, to pledge as collateral, in accordance with the Agreement, any of its securities accounts (the "Securities Account") it has opened or does establish at Merrill Lynch, Pierce, Fenner & Smith Incorporated ("MLPFS"), Bank, and/or any affiliate of Bank that may be a party to the Agreement as an "Additional Securities Intermediary" ("Additional Securities Intermediary"), (v) if a Pledgor, to pledge any other collateral acceptable to Bank under or in connection with the Agreement, (vi) if a Guarantor, to irrevocably and unconditionally guarantee Borrower's Obligations under and as defined in the Agreement, (vii) to execute and deliver, or authorize the filing of, all other documents requested by Bank in connection with the LMA account, including but not limited to applications, amendments, riders, supplements, control agreements and financing statements (collectively, all such documents relating to the LMA account together with the Agreement are the "Loan Documents"), and (viii) to enter into all transactions contemplated by the LMA account and the Loan Documents.

2. The transactions contemplated by these resolutions, the Agreement and any other Loan Document are hereby approved, authorized and adopted in all respects and any of the persons whose names and signatures are set forth below (each an "Authorized Person"):

<u>Name</u>	<u>Title</u>
Scott Jennings	Secretary
Peter Kjolhede	President
John W. Pulleyn III	Head of Zendo

shall at all times have authority, for and on behalf of and in the name of the Corporation, to sign any of the Loan Documents and to bind and obligate the Corporation to carry out any arrangement or transaction relating to the LMA account which such Authorized Person shall, for or on behalf of the Corporation, enter into or make with or through Bank or MLPF&S and/or Additional Securities Intermediary. Each Authorized Person of the Corporation, if a Pledgor, is authorized to give oral or written instructions by telephone, telecopy or mail or otherwise to Bank or MLPF&S and/or Additional Securities Intermediary and Bank, MLPF&S and/or Additional Securities Intermediary is authorized, in its discretion, to accept such oral or written instructions to make, to the extent permitted by the Loan Documents, withdrawals or transfers from, purchases, sales, and substitutions of collateral contained in the Securities Account. Any of the Authorized Persons of the Corporation, if a Borrower, shall at all times have full authority, for and on behalf of and in the name of the Corporation, to borrow or draw under the LMA account, request the issuance of a letter of credit, write, draw, or request checks, or direct the transfer of funds by wire or otherwise from the LMA account of the Corporation to or for the account of

any person, including the Authorized Person giving the instruction. Any of the Authorized Persons severally is authorized to empower or appoint at any time or times any person or persons that such Authorized Person deems proper to: (i) act on behalf of the Corporation as an Authorized Person, (ii) do any and all things that an Authorized Person is authorized to do by these resolutions, and (iii) deliver to Bank any document to effect or evidence such appointment as Bank may request.

3. Each Authorized Person is hereby authorized to sign any other documents, enter into any transactions and take any other actions on behalf of the Corporation as such Authorized Person may deem necessary or appropriate in connection with the LMA account or to carry out the intent of these resolutions, including the ability to agree to any other amendment to any of the Loan Documents and, when applicable, the ability to agree to any increase of the amount of the LMA account, all without additional specific approval by the Board, and to execute and/or deliver on behalf of the Corporation any documentation requested by Bank with respect thereto. The Corporation hereby authorizes, ratifies and confirms any and all action which may have been taken in furtherance of the resolutions contained herein or the transactions contemplated thereby.

4. The Company shall furnish Bank with complete and current copies of the Company's Certificate of Formation and Operating Agreement, or equivalent documents and all amendments thereto, promptly upon request by Bank.

5. Each of the foregoing resolutions and the authority conferred by such resolutions shall remain in full force and effect until written notice of revocation or modification thereof shall be received by Bank. Bank may conclusively assume that any person certified to Bank to be an Authorized Person shall continue to be an Authorized Person until receipt by Bank of written notice to the contrary.

6. This Corporate Resolution Authorizing LMA account may be executed in several counterparts, each of which shall be an original, but all of which together shall be deemed to constitute a single instrument.

7. Facsimile signatures on this Corporate Resolution Authorizing Loan Management Account shall be deemed to constitute originals.