

## **Minutes of the MZMC Board Meeting**

**April 28, 2018**

**Board members present:** Rebekah Anderson, Janet Brown, Karen Davis, Paul Gilsdorf, Wayne Moskowitz, Mark Turbak, Randy Wedin

**Board members absent:** Jim Niland

**Staff members and priests present:** Ann Bauleke, Tim Burkett (via Skype), Admin. Director, Ted O'Toole

**Other MZMC members present:** Pat Stahl

### **1. January Minutes – 5 minutes**

The minutes were approved; motion by Randy, seconded by Wayne.

### **2. Disclose any Conflicts of Interest – 2 minutes**

None.

### **3. Building Committee Update and Discussion – (Wayne and Rebekah) – 50 minutes**

Karen announced Rebekah as the new chair of the Building Committee and thanked Wayne for his service in that role, to date.

Rebekah shared a list of Board decision points related to our building maintenance/renovation project to set the context.

- Approve the scope of our building maintenance/renovation project
- Approve the budget for our building maintenance/renovation project (directly tied to scope)
- Decide how to fund the building project – fundraising, debt, or a combination of the two
- Decide on timing for when the project should begin – do we wait until we've hit a target in fundraising?
- Craft a message regarding how our building project relates to our strategy for accommodating growth in our sangha

Wayne guided the Board step-by-step through a table showing building maintenance and renovation tasks and corresponding cost estimates from: 1) Gerry Flannery of Flannery Construction and 2) MZMC Building Committee members. There were many questions and much discussion ensued. The goals of this discussion were to: 1) introduce the Board to the information the Building Committee had gathered and prepared, 2) get Board input regarding priorities, and 3) identify additional questions that need further investigation. The Building Committee will take the Board's input and questions and work further to produce a more formal proposal that will lead to Board decisions regarding project scope and budget.

Several areas that generated a lot of discussion included:

- Accessibility – with a specific focus on a 1<sup>st</sup> floor bathroom and a ramp – many Board members felt that this was important but there was also broad concern about how much it would cost to make our Zen center accessible

- Space for growth – the projects we are currently considering will not produce significant additional space to accommodate growth. Some are concerned that the sangha may react with sticker shock to learn how much our proposed project will cost without addressing our growth goals. There was discussion of how we might use technology, partnerships with other Zen centers or additionally scheduled dharma talks to address this
- Windows and stucco – based on a test project, we learned that the replacement of windows will damage the stucco. The cost to replace all windows through Andersen Windows would cost \$98,000. We would have to add an amount to cover the cost of fixing damaged stucco

Following were additional notes/comments from our discussion:

- Mark reminded us that we need to increase our annual campaign dollars in addition to raising funds for our building project
- Randy believed that improved accessibility is a strong selling point for fundraising
- Mark believed we should be asking large donors about their priorities
- Paul reported that we could mount monitors in the Founders' Hall and porch so that people can better see and hear dharma talks – possibly as an alternative to talking down the arched wall to the Founders' Hall
- Janet is concerned that the work we are proposing to do may not be worth the cost – it is not helping us accomplish goals we have laid out. She is particularly concerned that we would be spending a lot of money and not gaining new space to accommodate growth or gaining accessibility for disabled people. She asked how many people the renovated bamboo porch would accommodate. Admin. answered that it would create a roughly 11x16 space but that it would need to accommodate storage as well as people
- Randy reminded us that we could be thinking more about how to use technology to reach beyond our walls
- Karen suggested that we can be thinking about a variety of ways to build equity and reach our goals beyond the physical space we occupy
- Mark suggested we consider exactly what times of the year/month/week our building is busiest and look more creatively at other options for alleviating the pressure on our building – for example, partnering with Dharma Fields for Rohatsu
- Rebekah suggested that we might come up with several scenarios (various scopes with various price points) and test the waters with larger donors
- Tim reminded us that we need to make a *sale* to donors that gives them confidence that we know what we are doing – we need to demonstrate that we are planning to take care of our building for the next 20 years and address accessibility

**Action Item:** Building Committee to meet twice before the next Board meeting and hope to come back with some additional information and a more complete proposal for the Board to consider.

**Action Item:** Mark to contact someone at the MS Society to learn more about standards and expectations around accessibility in public buildings.

#### 4. Q1 Budget Report (Admin.) – 10 minutes

Admin. reviewed the Q1 budget, showing budgeted and year-to-date actual spending. Our fundraising is running behind budget but our budget is close to in-balance overall. Tim remarked that we were overly optimistic regarding the funds we could raise and that next December we need to be more planful.

Admin. provided us each a copy of an Administrative Director Report, April, 2018. Key highlights shared at the Board meeting included:

- Bid received on windows and stucco; test underway on window replacement
- Vicki Vogels, Admin.'s new assistant, is doing great work and making our operations more scalable
- We are now up and running on QuickBooks 2018
- Dave replaced 3 sinks with shut-off valves
  - Admin. is exploring use of a retainer to compensate Dave, per our bylaws
  - **Action Item: Mark proposed that the Board send a thank-you card and gift to Dave – he offered to lead that effort**
- Annual Appeal starts May 15; we were given copy of the letter at the Board meeting
- We are now recognizing the Social Justice Dialogue and Response Group which meets twice per month. Watch for this new name and group description on the new tab of the MZMC website called "Beyond Our Walls."
- Admin. summarized some key upcoming dates in her Report – Board members should put them on their calendars

#### **5. Development Plan Update (Mark) – 10 minutes**

We will be using the Spring Appeal for donor cultivation. Board members will deliver appeal messages at dharma talks using talking points provided by Mark.

#### **6. Fundraising Possibilities for 2018 – 20 minutes**

- **Major public Mindfulness At Work event** has been scheduled for Oct 5, 2018 at 8-4 at the Wilder Foundation in St. Paul. We will be asking Board members to help with publicity and other tasks. We will target attendees of this event for our Mindfulness At Work workplace program
- **Mindfulness At Work workplace program for corporations and other entities** is under development. We expect to have a presence on the MZMC website and to have collateral materials ready by June. At this point, we are spending more time on the Oct 5 because we expect greater 2018 revenue from that. We hope to generate \$7K - \$8K in 2018 from the workplace program by focusing on some specific targeted industries/opportunities. We expect the workplace program to grow in the coming years.

**Action Item: We could really use a volunteer with strong PR/communications skills. Please contact Janet with ideas.**

- **Fundraising ideas generated at our Annual Meeting** – Tim, Ted and Admin. evaluated the ideas and focused on the first few that follow. Then a conversation ensued and generated additional ideas.

- Zen and the Arts – with a goal of cultivating the kinds of major donors who are drawn to the Minneapolis Art Institute. This was done well by the SF Zen Center in partnership with the Asia Society
- Expand facility rental
  - Issues/concerns include: we would need staff to supervise on-site and lead clean-up afterward, wear & tear on the building, alcohol-induced behavior problems, possible insurance liability issues
  - This would require a comprehensive plan
- Grant writing – Admin. and Guy met to brainstorm possibilities
  - This would require a passionate teacher with a winning idea
  - Tim and Mark expressed some concern about the “costs” associated with fundraising through grants – they often don’t pay off in the end. Janet agrees that we would have to be very specific about what to focus on
  - Wayne reports that he would be willing to work on grant-writing next year once he retires
- Legacy giving and stock giving to be promoted more explicitly
- Podcasts – there is too much competition for us to make money at this
- Virtual or online sangha – this would require staff
- Ted – teachers have their hands full ministering to sangha members – would have a hard time leading a new fundraising effort
- Paul – we could paste a donation button on recorded dharma talks
- Mark – YouTube provides a huge opportunity – Admin. says we have a YouTube channel
- Mark – would like to explore social media options – will include Bussho

#### **7. Teacher Report (Ted ) – 5-10 minutes**

- Practice Period went well – Susan and Wanda tried some new approaches that they will share with Ted and Tim, who will lead the next Practice Period
- Wanda will be stepping down from the Leadership Group, effective June 30, to focus on writing her own book. She will continue to support the Initiates assigned to her for the October initiation. Wanda will also be helping Tim promote his new book.

#### **8. Committee Updates**

- Capital Campaign Committee at rest until we have a project scope and budget established
  - Building related comment from Pat – Hokiyoji has raised \$450K; they are using Rick Akida (sp?) as architect. Wayne suggested maybe we should try to connect with him for design advice
- Membership Committee
  - Potluck this evening – planning another potluck in July
  - The Membership Committee is matching Committee members with new members

#### **9. Adjourn**

Motion by Paul; seconded by Randy