

Leadership Council Meeting, July 9, 2017

Present: Jigen Zusei, Hoshi (by phone), Shogen, Rinsen, Do'on

Guests: Kaishin

Financial Update

Fundraising

As of the July meeting, the sangha had pledged \$95,000 in cash dana – however, LC had only received \$40,000 in cash donations tracking for total pledge revenue of only \$80,000 for the year – less than needed for our budget.

2017 Membership and Fundraising as of August 27, 2017

Pledges*	\$91,473
Pledge payments	\$48,619
Unpledged cash donations**	\$6,392
Gross revenue from Temple Store	\$2,139
In-kind gifts	\$6,571
Jukai pledges	\$5,930
Jukai pledges received	\$4,410
Adult members	144

* Some pledges were written off after the July meeting because we know we will not receive them.

** Some unpledged cash donations are mislabeled pledge payments. LC diligently sorts this out as we can, but every week there are a few cases of mislabeled pledge payments so this number often goes down and the Pledge Payments number often goes up even without new donations.

Spending

The Temple was current on all bills and expenses as of the July meeting.

2017 Budget and Expenditures through August 24, 2017

Item	Budgeted	Actual	In kind
Salaries	\$34,431.00	\$21,350.00	
Rent, Utilities, Insurance	\$22,365.00	\$14,400.00	
Sesshin Retreats	\$18,000.00	\$13,515.38	
Cash Flow Cushion	\$7,500.00		

Travel & Continuing Ed	\$3,000.00	\$3,284.95	
Market & Events	\$2,400.00	\$1,322.42	\$862.32
Operations	\$1,900.00	\$1,477.08	\$5,542.23
Information Technology	\$1,500.00	\$805.70	
Bank charges	\$1,000.00	\$752.04	
Dues	\$950.00	\$362.49	
total	\$93,046.00	\$57,270.06	\$6,404.55

Visibility

One of the LC goals for 2016-2017 was greater financial transparency for the sangha. LC recommitted to getting a monthly report of spending to date broken into the categories from the annual newsletter. We also expanded the Buddhometer to include total membership, pledged amount, and how much received as income so far.

Following on the discussion of Financial Matters, these action items were taken:

- A pledge reminder email sent in June had received a good response, and Council decided Jigen and Zusei would further follow-up personally with 21 members that were \$200 or more behind the half-way point of their pledge and accounting for \$11,000 of pledged donations.
- After the meeting, LC also decided to send the pledge reminder bimonthly for the remainder of the year, beginning in September.
- LC recognized that impact of the revenue shortfall has been that we are unable to build the budgeted cash-flow cushion of 1 month's expenses that we wish to have for smooth operations. We have been able to deliver all planned programming but have not been able to build this small reserve.
- On Jigen's suggestion, LC will begin the 2018 Annual Canvass in December 2017 rather than January 2018.
- LC also acknowledged that although based on our 2017 budget we could deliver all programming and pay all bills with \$85,500, sesshin attendance had risen more than expected over 2016. Zusei took an action item to model sesshin attendance growth and project amount needed for the remainder of the year. By the time this was done in mid-August, the Jukai retreat had occurred. The model suggests that we need \$6,351 for the remainder of 2017, which will put us a little more than \$2000 over our original budget for sesshin for the year. If we are able to catch-up on pledge donations and continue to contain sesshin costs, we will be able to support the program through the year.

Podcast

- The Drinking Gourd Dharma Podcast is rebranded The Buddhist Temple of Toledo Podcast.

- LC officially created the Podcast Committee with Kaishin as chair. The Podcast committee is responsible for the operational aspects of making the podcast available, from recording through distribution. The Marketing Committee is responsible for branding and promoting the podcast. The Teachers are responsible for the content, which is principally recorded Dharma Talks and Teisho.
- LC thanked the members of the Podcast team for their ongoing efforts spreading the dharma to ears all over the globe. Current members of the team: Rob Kaishin Bondy (Chair), Nami McKlentin, Eric Zenzan Vessels, and Zusei (as LC/Marketing liaison).

Marketing

- Reflecting that Zusei spends about 10 hours per week on routine temple promotions, LC decided to officially create a Marketing Committee to handle advertising and promotions for events, programs, podcast, and general brand awareness activity. Sangha members who have been unofficially assisting were invited to join; in the future additional sangha members who have relevant expertise, or show great organic promise in this area, and have track records of following through on sangha commitments will also be asked to assist on projects and eventually to join the committee.
- LC thanks the members of the Marketing team for their ongoing efforts lighting a path to practice for the Toledo area and the broader community. Current members: Jenna Zusei Hirschman (chair), Heather Jigen Denlinger-Gallant, Rachel Jun'nyo Zickar, and Olivia Kodō Bullock.

2017-2018 Leadership Council

The Great Heartland Sangha sees many opportunities and faces many challenges in the upcoming years. Because we have many more members than in the past, we have substantially professionalized many of our operations over the past few years – but this is still all done by volunteer effort and volunteer organizing. As we continue to grow in membership and programming, the sheer volume of work will make it increasingly difficult for an LC member to serve on multiple subcommittees. Many other non-profit organizations facing such issues have larger boards than our Leadership Council. With this knowledge, the 2016-2017 LC made a proposal to change the size of Leadership Council size to permit a council of 7-12 members for the upcoming 2017-2018 term and ongoing. The proposal was adopted by unanimous vote a few days later on Facebook. A council appointment will continue to last for 1 calendar year and all Council members will generally begin their terms at the same time so that a group of LC members can develop working relationships and make progress on initiatives without the churn of changing membership.

LC will have 8 members in 2017-2018. Melanie Coleman Case, Olivia Kodō Bullock, and Julie Enmei Bondy are joining. Geoff Jodon Rich and Madison Sho'on Roze are stepping down from LC. All other members are continuing: Hoshi, Jigen, Kinko, Shogen, and Zusei.

Smaller Items of Business

- Calendar Master Kaishin has been working on a proposed calendar of dates for 2018 that the Reverends will finalize soon.
- Jigen and Zusei will create a calendar for days of observance that can be used to structure planning every year.
- The Ango theme will be “Simplicity” in the sense of “Just Enough”. There will be 3 Saturday teaching workshops as focal points.
- Zusei is actively working to move the website to a new host and a WordPress template, and to redesign it to be a welcome portal for new visitors. A members-only site is still some time away and not part of this effort.
- A group that runs an exchange student program wanted to look for placements in our community for students from majority Buddhist countries. We let them know our community is not large enough to help find a significant number of hosts, but that any exchange students placed in the area are welcome to visit.