

# Dharma Rain Zen Center

## Board of Directors Retreat

### July 19, 2025

**Present:** Sam Murphy (1), Lindsay Pour (2), Zonnyo Riger (3), Kakumyo Lowe-Charde (A )  
Alice Chan (1), Carrie Schultz (3), Choten Robinson (2)

**Absent:** Alison Muchaku Dunfee (2), Jean Renso Bond (1),

**Quorum:** Met

#### Committee Reports

**Communication.** Zonnyo's role as Shika covers a broad range of duties: communications, outreach and hospitality. Community outreach has flourished over the past year. Zonnyo is involved with grant writing, fundraising and sharing information about our strategic planning process with the Sangha. An area of challenge is an apparent gap in knowledge within the Sangha about our financial position and ongoing activities. This information is on the website, but not generally well known. Alice will start writing a short "Treasurer's Corner" piece for the newsletter quarterly to try and make it easy for members to understand.

**Financial.** Our financial performance through mid-year is solid and our cash level is up substantially due to the receipt of the Hemera grant and an estate bequest. Excluding the bequest our total operating revenue is ahead of budget and up 1.3% from last year and our net income is roughly \$21k. Cash is over \$400K and we continue to increase the amount held at Fidelity in an interest-bearing money market account.

There was a wide-ranging discussion of the best use of capital with this cash reserve. If we receive the PCEF grant we will be looking at building expansion, if not we will probably look at paying down some outstanding debt.

#### Strategic Planning

The Board had a free form discussion of some of the challenges for DRZC. Much of the discussion revolved around management and structure. Outside of the Frog Song teachers, DR operates with limited paid staff, and most of the operations and teaching are managed by teachers, residents and volunteers. This lean structure has worked and kept overhead to a minimum. As we grow, this is putting some strain on the organization, and particularly on Kakumyo with the dual role of Abbot and Kanin. Renso, Lindsay and Alice are also spending significant time to get our policies, HR and financial house in order.

At some point, we may need to add additional staff or hire some consulting help. Short term, we will look to add some hours to current staff and the board will take a more active role in financial oversight of Frog Song.

#### Action Items

- Renso – add an agenda item for the next meeting on reports the board would like to see.
- Alice – start working on quarterly Treasurers corner notes for the newsletter

- Zonnyo – bring discussion of the interplay of debt, cash flow and Brilliant Sea of Clouds to the strategic plan. We should have a better idea of the PCEF grant in a few weeks.
- Kakumyo – check in with Oregon nonprofit group about HR consulting to review our work.
- Lindsay – circulate drafts of Job Descriptions and HR policies to board.

Adjourn: 3 pm

**Next Meetings**

- August 21
- September 18
- October 16

Submitted by Sam Murphy, Secretary