

Opening Outwards: Embracing and Sustaining the Growth of the Ecumenical Buddhist Society

A Five-Year Strategic Plan

Developed by

EBS Board of Directors: Cheryl Woodard, Charlotte Besch, John Matlock, Morgan Leyenberger, Betsy Johnson, Lisa Kessler, Mike Mueller, June Stewart, Mick Wiggins, and Karen Wisdom

Community Members: Paul Carreras, Judith Elane, Melissa Gill, Sam Green (guest), Doug Holmes, Nolan Kordsmeier, Yun Long, and Marcia Zamora.

January 2018 – October 2018

Facilitated by Yanna (Jennifer) Shumaker

January 13, 2019

EXECUTIVE SUMMARY

The Ecumenical Buddhist Society is 28 years old this year. Its origins and unique foundations are described in Appendix A: Brief History of EBS. As one founder said, “the guiding principal was the practicing of compassion and the Buddhist precepts as integral to our organizational behaviors.”

Five years ago, the EBS community collectively decided to find a physical space that would reflect our Buddhist values, and one that would be easy for interested people to find. We elected to move into the current leased space at 1516 W. 3rd Street in Little Rock, near the state capitol complex.

The move successfully increased our visibility and provided opportunities for new activities. It also created new challenges: funding goals went unmet, and some decision-making bogged down. We discovered that we needed a different organization structure to support the bigger and more complicated community we were becoming.

Recognizing signs of trouble in 2017, the EBS board of directors heroically decided to investigate the situation in depth. They recruited professional planning facilitators, invited other community members to help, and spent nine months in 2018 developing this plan. Appendix B describes a vision that we created and Appendix D recounts the planning process. It was sometimes difficult, but the end result is a road map for a brighter future at EBS – a blueprint for building a multifaceted organizational infrastructure that will support growth and allow us to continue fulfilling our mission in a sustainable way.

Out of caution, the planning team did not elect to make permanent changes in governance without a period of experimentation. Therefore, EBS will continue to abide by current bylaws and board structure during a “Transition Stage” defined as the next 12 to 18 months. And the President of the Board will use authority granted in the existing bylaws to appoint special committees as needed, accountable to the board of directors.

EBS has no administrative staff other than the board and practice group leaders. Consequently, nobody is technically ‘in charge’ of many important functions. During the planning process, this lack of structure came to be understood as our primary obstacle. And so the group worked through a list of tasks we wanted to accomplish and identified 17 new administrative staff positions to handle them. A staffing plan and organization chart is included as Appendix C.

Perhaps someday some of the staff will become paid employees, but for now, we intend that people will donate their time without compensation. The first volunteers will make a 6 to twelve month commitment. By 2020, we hope that all of the positions are filled with volunteers willing to serve a two or three year term.

At the end of the Transition Stage – by the end of 2020 – the planners will reconvene and decide what permanent changes could be fruitfully adopted. At that time, bylaws will be

amended as necessary. Until then, the community will focus on embracing growth and change with openness, flexibility, and compassion.

MISSION

To foster the ecumenical study and practice of Buddhism, grounded in mindfulness, wisdom, and compassion.

VALUES

- Preserving the excellent discipline and practices inherited from the people who founded EBS and the lineage traditions who guided them.
- Always being guided by Buddhist principles of compassion and loving kindness within our community and leadership.
- Generously sharing Buddha's teachings with people who would benefit from them, without 'watering down' the Dharma.
- Ensuring the financial security and sustainability of EBS.

LEADERSHIP

CHALLENGE : The current bylaws and policies set out a leadership structure defined for simpler times. A more flexible and robust structure is needed as the organization grows and takes on new challenges.

GOAL: To redefine leadership roles, responsibilities and accountability so that we can implement a sustainable long-term growth strategy.

OBJECTIVE #1: EBS creates an active Board of Directors that is responsible for hiring and supervising a skillful Center Director. Together these entities provide effective leadership and accountability for achieving the community's goals.

PROGRAMS

CHALLENGE: Much of current EBS programming grew out of the needs of people who were already earnest practitioners, closely connected to authentic lineage masters. Many of the original masters are gone and the current community of advanced practitioners needs new support. Further, reaching more people requires that EBS develop new programming for people who are not yet Buddhists, and who sometimes have different needs than earlier generations.

GOAL: To develop a flexible programming structure that enhances the offerings to advanced Buddhist practitioners as well as nurturing new people who are curious about Buddhism and want to develop a spiritual practice.

OBJECTIVE #2: EBS has robust programming that includes a diversity of offerings for Buddhists at all levels of engagement and for people at many different life stages.

OUTREACH AND FUNDRAISING

CHALLENGE: Even though the community elected to grow beyond its core practices and programs, there were no new resources allocated for outreach or fundraising. Consequently, EBS outreach efforts since the move have been ad hoc, underfunded, and uncoordinated.

GOAL: Recruiting experienced people and equipping them with appropriate tools and funding to secure the growth that is needed.

OBJECTIVE #3: EBS has an effective, fully-developed fundraising and marketing program that is managed by experienced people and sustains the organization financially.

OPERATIONS

CHALLENGE: Now that there are more people, more diverse and complex programming, and a much larger budget to manage, EBS requires a more professional approach to managing people and resources

GOAL: To develop an organizational infrastructure that meets the current and future needs of EBS.

OBJECTIVE #4: EBS is efficiently and effectively managed: authority and responsibilities are clearly defined and shared. Accurate and timely financial accounting is provided. All people involved in EBS are nurtured and supported in fulfilling their jobs.

SPACE AND FACILITIES

CHALLENGE: EBS occupies leased space and the rent is growing faster than income. Programs are also over-running the current space because some rooms are awkward for some uses.

GOAL: To resolve the space and facilities issues by either purchasing the current building and making improvements so it suits our needs, or relocating to a more suitable building.

OBJECTIVE #5: A plan that resolves the space and facilities issues has been developed, approved and implemented by the EBS leadership with strong support from donors and members.

LEADERSHIP

STRATEGIES and ACTION PLAN

1. *Inviting more people to become involved in leadership.*
 - a. President appoints a Steering Committee that will oversee the Transition Stage, accountable to the board of directors; steering committee will dissolve when the new structure is fully implemented and new bylaws are in place.
 - b. Steering Committee presentation to engage support from practice group leaders.
 - c. President's presentation to the entire membership at the annual membership meeting.
 - d. Steering Committee identifies friends, former board members, and other EBS supporters outside of the current membership who have skills and want to serve on committees or possibly volunteer.

2. *Steering Committee recruit volunteers for 17 staff positions and 3 committees that were identified during the planning process.*
 - a. Steering committee will convert the tasks and skills lists created by the planning team into 17 job descriptions initially, and possibly more as needed.
 - b. Steering committee members will visit every practice group to talk about volunteer opportunities, recruiting people.
 - c. Add or change positions as necessary, and when conditions change.

3. *Interim Center Director position is filled for Transition Stage:*
 - a. Oversee the interim staffing process, fine-tuning as necessary.
 - b. Integrate interim staff into existing management of marketing, programs and operations.
 - c. Continue to bring in advisors who can help with the transition process.
 - d. Monitor the strategic plan and update as needed.

4. *Board President appoints a Governance and Board Development Committee to update policies and by-laws consistent with the current needs of EBS.*
 - a. Committee is appointed from current board and other advisors.
 - b. Committee researches alternatives and develops proposals for a governance structure suitable to the future plans of EBS.
 - c. New bylaws and policies are adopted.
 - d. New board members are recruited as needed

INDICATORS

- A. Updated, revised bylaws in place.
- B. Center Director in place with appropriate job description.
- C. Board is in place to provide supervision and accountability to the Center Director.

TIMELINE

2018

- Steering committee is installed
- Meeting with practice group leaders
- Meetings with outside supporters and former EBS leaders

2019

- Ongoing meetings with community members, collecting feedback
- Develop job descriptions and Organization Chart
- Volunteers are recruited to take all identified staff positions on an interim basis
- Interim Center Director forms Governance and Board Development committee

2020

- Interim staff transitions to permanent
- Governance committee begins researching board structures
- Strategic plan review/update

2021

- Updates to Bylaws are proposed by staff and adopted by board.
- New board is installed under updated bylaws
- Steering Committee dissolves

2022

- New 5-year strategic plan is created and approved.

PROGRAMS

STRATEGIES and ACTION PLAN

1. Steering Committee recruit volunteers to fill all five program staff positions: Head of Programs, Practice Group Coordinator, Retreats Manager, Education Director, Meditation Director.

- Interim staff works with current practice leaders to develop new policies and procedures supporting EBS programming.
- Program staff coordinates with outreach and operations staff to ensure that programs are properly equipped and promoted.
- Interim staff revises and updates staffing guidelines if experience dictates.
- Starting in 2019 and continuing, Practice Group Coordinator chairs a quarterly meeting of all practice group leaders to share ideas, resolve operational issues and develop new ideas for programming.
- Practice group leaders will revisit the schedule of practices at EBS so that time slots are allocated according to group needs.
- As soon as practical, interim staff transitions to permanent.

2. A new generation of skillful, qualified Buddhist teachers are invited to lead retreats, programs, and possibly new practice groups for current and future students.

- a. Inviting new teachers to visit EBS: New Soto Zen teacher is invited for March 2019, has local students, may be interested in ongoing relationship with EBS.
- b. Install new technologies for online and interactive access to teachers in remote places.
- c. Develop scholarship funds to assist members who want to attend retreats and advanced trainings.
- d. (December 2018) Kagyu Tibetan teacher, Hun Lye, offers a retreat targeting new Buddhists and explaining the Three Yana's outline of practices. Starting in January 2019 and continuing, the group continues to meet weekly and study Vajrayana Buddhism under his direction and with regular online conferencing.

3. Center Director appoints an Education Committee to develop a comprehensive Buddhist education curriculum, including teacher training.

- a. People already teaching at EBS are invited to serve on the committee.
- b. Experienced outside teachers are invited to help develop a curriculum and train people to teach it.
- c. As much as possible, EBS classes will be integrated with retreats; for example, students could study together in between visits from teachers.

4. Program staff will work to develop new Buddhist-related groups and practice programs focusing on specific interests such as aging, parenting, social engagement, recovery, wellness.

- a. Needs assessment among community to determine which programs would be most welcome.
- b. Volunteers are invited to lead and coordinate new programs.
- c. Programs with sufficient durability of interest and support will become permanent practice groups within the EBS structure.
- d. Procedures are in place to develop ideas and bring them to fruition.

5. EBS members who want to train as teachers and meditation instructors are supported in every way possible.

- a. Volunteer is recruited to research training methods and costs in parent Buddhist organizations (such as Kwan Um, Thich Nhat Hanh's Order of Interbeing) and makes a proposal to develop a special scholarship fund.
- b. Donors are invited to contribute to the scholarship fund and a committee is empaneled to accept applications and grant funds.

INDICATORS

- A. EBS is serving significantly more people and measurements are in place to track participation numbers.
- B. People are able to connect with skillful, qualified Buddhist teachers at EBS who help to guide them towards a fulfilling spiritual path.
- C. Programs serve a diverse community of people at all ages, interests and life stages.
- D. Advanced Buddhist students and practitioners are fully supported in their path, including opportunities to become teachers to the community.

TIMELINE

2019

- Volunteers take program department positions on interim basis.
- New Zen and Theravada teachers are invited.
- Education Committee is installed and begins working on a curriculum.
- Practice group leaders begin meeting regularly with staff.

2020

- Education curriculum launches, offering classes throughout the year.
- Staff and practice group leaders work to integrate retreats with regular practices, classes and other supportive programs.
- New programs focusing on life stages and family issues are tested.
- Teacher and meditation instructor training is offered.

2021

- Teacher scholarship fund launches.
- Staff and practice group leaders develop additional ideas for new programming.
- Additional retreats are developed for specific topics.
- Interim staff transitions to permanent.

2022

- Program staff contributes to a new facilities plan (see below).
- Strategic programming plan review/update.

OUTREACH AND FUNDRAISING

STRATEGIES and ACTION PLANS

- 1. Steering Committee recruit people to fill all five volunteer outreach and fundraising staff positions: Head of Outreach, Marketing Director, Communications Manager, Development Director, Donor Relations Manager.*
 - a. Interim staff develops a comprehensive marketing plan for all programs being offered every year, including retreats and regular practices.
 - b. Interim staff develops a comprehensive fundraising strategy that meets goals for memberships, grants, programs and other funding opportunities.
 - c. Outreach staff coordinates with programs and operations staff to ensure that EBS programs and activities are properly supported.
 - d. Interim staff revises and updates procedures, job descriptions, and budgets if experience dictates.
 - e. As soon as practical, interim staff transitions to permanent.
- 2. Streamline and update fundraising and communications technologies.*
 - a. Staff explores improvements to the EBS donor database, email list management, payment platforms, and other technologies employed for fundraising.
 - b. Recommendations will be implemented as soon as possible.

3. *Allocate sufficient resources for promotion and fundraising.*
 - a. Staff will develop budgets for new technologies, advertising and promotion, and other marketing efforts.
 - b. Marketing resources will have to grow in step with revenues.

4. *Participation numbers are being tracked and show appropriate growth.*
 - a. Practice groups self-reported participation numbers in October 2018 to serve as the benchmark by which future growth can be measured.
 - b. Staff will begin to measure participation at programs and share the information with the community, along with financial data and other measures of progress.

INDICATORS

- A. Donors and Programs are providing 100% of the support needed to sustain EBS.
- B. Marketing efforts draw new people who can benefit from EBS programs.
- C. EBS marketing activities are consistently professional, timely, and effective. People who want to learn about EBS find it easy to understand what is offered here.
- D. Marketing and fundraising technologies are appropriately up to date and efficient.

TIMELINE

2019

- Volunteers take outreach department positions on interim basis.
- Website, social media, newsletter, and other promotions are centralized with new marketing team.
- Replace donor database with one that has more integration and reporting capabilities.
- Engage outside, professional fundraising advisors.

2020

- Develop comprehensive fundraising plan and budget.
- Make additional changes to technology as needed.
- Train members who want to become ‘ambassadors’ to represent EBS.
- Interim staff converts to permanent status.

2021

- Explore additional funding sources to match new programming.
- Develop research and feedback mechanisms.
- Update the outreach and fundraising strategic plans.

2022

- Coordinate with building fundraising efforts.
- Strategic programming plan review/update.

OPERATIONS

STRATEGIES and ACTION PLAN

1. Steering Committee recruit volunteers to fill all six operations staff positions: Head of Operations, Finance Manager, Facilities Manager, Human Resources Manager, Bookkeeper, and Technology Manager.

- a. Interim staff develops comprehensive operational plans for finances, facilities, human resources, and technology.
- b. Operations staff coordinates with programs and outreach staff to ensure that EBS programs and activities are properly supported.
- c. Interim staff revises and updates procedures, job descriptions, and budgets as experience dictates.
- d. As soon as practical, interim staff transitions to permanent.

INDICATORS

- A. Every volunteer and staff person has a job description and supervision.
- B. Financial reports are timely and accurate; community is well informed about the financial health of EBS.
- C. Building and equipment are well maintained.
- D. Programs have the space and equipment they need for success.

TIMELINE

2019

- Volunteers take operations positions on interim basis.
- Develop procedures for maintaining the building, financial record-keeping, and volunteer management (i.e. human resources).
- Create plans and budgets for technology upgrades.

2020

- Interim staff transitions to permanent.
- Gather data necessary for an update to the strategic plan.

2021

- Staff provides support for space and facilities plans (see below).

2022

- Strategic operations plan review/update.

SPACE AND FACILITIES

STRATEGIES AND ACTION PLANS

1. *Board President empanels a Building Committee to conduct research and make a plan to answer these questions:*
 - a. At current income levels, how much can EBS afford to spend on either lease or mortgage payments, i.e. what should be the EBS budget for housing?
 - b. What would it cost to purchase the current building, including any necessary repairs and improvements?
 - c. Under the current lease and cost assumptions, could EBS save money by purchasing the building and making necessary improvements?
 - d. Could EBS generate significantly more revenue if it had more space?
2. *With the help of a realtor, the committee will gather information about finances and valuations necessary for lease/buy analysis.*
 - a. Realtor will conduct valuation analysis.
 - b. Zoning commission will be consulted about expansion or renovation issues.
 - c. Commercial inspector will be engaged to thoroughly examine the building and provide cost estimates for essential repairs and improvements.
3. *Building committee will recruit additional volunteers to develop design and cost estimates for improvements requested by the community that could be financed at the time of a purchase, such as re-arranging rooms, installing new windows, etc.*
4. *The community will decide whether to move ahead with a purchase of this building, or to undertake a comprehensive search for a new location.*
 - a. Plan is presented to community for approval
 - b. Community approves plan and goes forward with it
5. *Before the current lease expires in 2026 (i.e. eight years from now) EBS must move ahead with either a purchase or a relocation plan.*

INDICATORS

- A. A plan is adopted that wins broad support among the community.
- B. A team is in place to implement that plan.

TIMELINE

2019

- Building committee is installed.
- Commercial inspection of current building is completed.
- Realtor provides value and financing cost estimates.

- Lease/buy analysis is developed.
 - Maximum affordable space budget is adopted.
- 2020
- Design plans for renovations and improvements at current location are developed.
 - Research alternative locations.
 - Community chooses direction.
- 2021
- Building committee engages advisors.
 - Development team creates a fundraising plan.
 - Detailed plans are completed.
- 2022
- Plans are executed.

APPENDIX A: BRIEF HISTORY OF EBS

In the 1980s and 1990s, people practicing a mixture of different spiritual traditions decided to band together and formed the Ecumenical Buddhist Society of Little Rock. Officially created in 1990, EBS was recognized by the IRS in 1994 as a religious organization that is tax-exempt.

One of the founders, Anna Cox:, described the group’s guiding purpose like this

In our first meeting, a format for the organization seemed to fall into place very naturally with the template for our ethics arising out of Buddhist teachings applicable to all of our various traditions. We were all pretty much on the same page with such important principles as equal support for each tradition and inviting only lineage teachers empowered to teach the retreats or classes as ‘teachers.’ We would have board representatives from each tradition. And the great guiding principle was the practicing of compassion and the Buddhist precepts as integral to our organizational behaviors.

With that original and unique foundation, the Society prospered and grew: its organizational structure was loose enough to expand, but strong enough to keep order among the participating practice groups.

After about 20 years, in 2012, the Board of Directors of that time recognized a need to update the original bylaws. They wanted to make it possible for authentic Buddhist practitioners to form a practice group and join the society, even if they did not have any local leadership authorized or empowered by a lineage. For example, a group of dedicated people closely following the mindfulness teachings of Thich Nat Hahn wanted join the EBS community, even though they had no leadership authority from his organization. To accommodate them (and others), the EBS board added a new category for practices that would derive authority from the board itself. In essence, the revised bylaws allowed two equal programming categories: Lineage groups with strong, direct ties to a traditional Buddhist lineage, and Board-authorized Buddhist groups relying on the EBS directors for authority and guidance.

In 2013 some of the newer groups were too large for the small office spaces being used at the time, and the community decided to re-locate to the present location.

Everything got much more complicated after the move: in 2013, EBS offered 10 practice sessions per week, the budget was less than \$20,000 per year, and there were only 19 regular donors. In 2018, there were 22 practices every week, the annual budget was almost \$40,000 and there were more than 85 donors needing attention.

Writing in 2018 co-founder, Anna Cox said this:

We all look back at what was an inspired model for Buddhism in modern day America. Almost thirty years later this organization is still growing with great vibrancy. Many lives are enriched as we fully embrace making a place where all beings can listen to their heart and to follow the path that unfolds for them. No one feels that their path is lesser and that their needs are ignored. Everyone is honored and encouraged.

APPENDIX B: 10 Year Collective Vision for EBS (consensus reached August 13, 2018 by Strategic Planning Group)

In 10 years, when you walk into the Ecumenical Buddhist Society, you'll be greeted by a volunteer who intentionally welcomes newcomers and members. The doors are always open. The primary function of EBS is as a Buddhadharma center - a faith center - in which children, families, individuals, and people of all cultural, gender, and socio-economic backgrounds can find meditation instruction, chanting, dharma, and social events. There is a regularly occurring large group activity in which many members participate, and then split off into smaller, interest-based groups for further study and practice. EBS also offers ceremonies and rituals for major life events, along with a hospice care team and a columbarium. EBS doors are open to community members for activities like 12-step and yoga. This rich, bustling faith center will be financially self-sufficient.

Newcomers and members learn from teachers, each other, and receive instruction at EBS retreats. EBS leadership supports students to become empowered in whatever way their lineage recognizes, and encourages those empowered to teach at EBS and support EBS members and newcomers. EBS encourages practice groups to cultivate an ongoing relationship with retreat masters who come to Little Rock. Thus, the faith center is self-sufficient in dharma.

When you come to EBS, you'll notice gardens outside and space for walking meditation. The building is accessible to all - with available parking and ramps for all physical abilities. As you move into the building, you'll find a beautiful, light-filled, inviting, energy-efficient "green" space that is a refuge for all. There is enough room for all activities, and the space is effectively

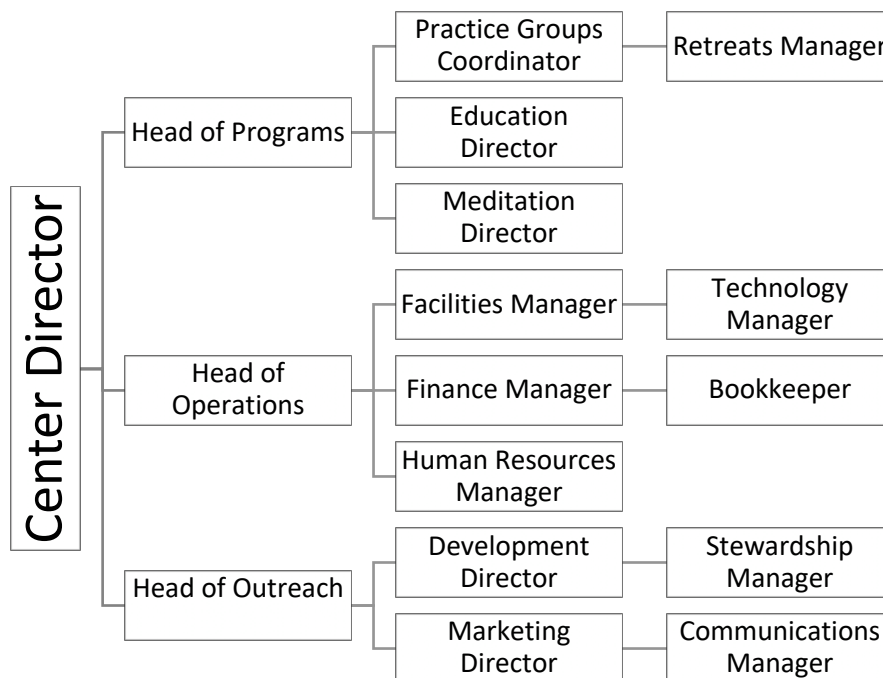
used for many different kinds of activities and groups. There is a large, real kitchen, and an adequate number of bathrooms.

APPENDIX C: STAFFING PLAN

EBS had no administrative staff other than the board and practice group leaders. During the planning process, 17 new volunteer staff positions were identified. The steering committee reviewed and adjusted some of them, then created the positions depicted below. Specific tasks and skills have been spelled out for each job.

The first people to fill these positions will be considered ‘interim’ or ‘acting’ staff, and will be asked to determine how their job should be handled by a permanent staff person. By 2020, we hope that all of the positions are filled with people willing to serve permanently. During the recruiting stage, the Center Director and/or steering committee will fulfill the work in open positions.

The Center Director will report directly to the Board of Directors. The Center Director and staff members will not be board members.



APPENDIX D: 2018 Strategic Planning Process at EBS

People Attending one or more of the strategic planning meetings: Charlotte Besch, Paul Carreras, Judith Elane, Melissa Gill, Sam Green (guest), Doug Holmes, Betsy Johnson, Nolan Kordsmeier, Lisa Kessler, Morgan Leyenberger, Yun Long, John Matlock, Mike Mueller, June Stewart, Mick Wiggins, Karen Wisdom, Cheryl Woodard, and Marcia Zamora.

People attending the meeting with Practice Group Leaders and board members: Doug Barton, Charlotte Besch, Terry Brewer, Paul Carreras, Judith Elane, Melissa Gill, Denise Gilliam, Doug Holmes, John Kepner, Lisa Kessler, Betsy Johnson, Yun Long, John Matlock, Mike Mueller, Mindy Simonson, June Stewart, Ellis Widner, Mick Wiggins, Karen Wisdom, Cheryl Woodard, and Marcia Zamora.

January

Board members visited with practice groups and gathered input.

January 20, 2018 (2.5 hours)

Scharmél Roussel facilitated a general discussion of board members' issues and concerns as well as what came up during visits with practice groups and interviews with other non-board EBS members. We also looked at a list of current EBS programs, and the Mission Statement as it appears in our bylaws. Melissa Gill typed the collected issues and concerns into a document that became the working data for subsequent meetings.

March 31, 2018 (4 hours)

Yanna Shumaker facilitated a Mission and Values discussion. Then, working with the issues list from January's meeting, we reorganized issues as "tasks" and sorted them into three work areas: Programs, Outreach, and Management.

June 2, 2018 (4 hours)

Yanna Shumaker facilitated a full group discussion of the programming list from March. Cheryl Woodard presented data about who attends EBS programs, numbers of people attending every program, what level of practice is being served, and how programs are using the building – so that the group could imagine a path towards more efficient and effective programming. Working together (i.e. not in small teams) the group finalized the list of tasks that could bring us to more efficient and effective programming, based on input from the whole EBS community.

July 7, 2018 (3 hours)

Yanna Shumaker facilitated a meeting to consider how the programming tasks might be handled in a more structured way, by distributing responsibility for them. The group worked to reorganize the agreed upon Programming Task List into individual 'lumps of work' (for volunteer or staff people) and developed rough descriptions of the qualities and skills needed to handle each one.

July 28, 2018 (4 hours)

Yanna Shumaker facilitated a meeting to conduct a mid-way assessment of the planning process, inviting the team to express hopes and fears so that the process could be adapted (if necessary) to accommodate the needs of individuals who were expressing doubts about the process. After a long discussion resulting in the summary list, the group proceeded to review the Outreach task list (from March) and data about where EBS gets its financial support currently – so that we could imagine other funding options for the future. Outreach tasks were

then sorted into a list of tasks that might be distributed among different people, and the skills needed for each.

August 13, 2018 (3 hours)

Morgan Leyenberger facilitated a visioning exercise about what EBS will look like ten years from now, looking for consensus. Only one or two items were tabled for future consideration: changing our name, inviting a resident teacher. The group also briefly revisited our mission statement. Outcome is included here are Appendix B: 10-Year Collective Vision.

August 25, 2018 (3.5 hours)

Yanna Shumaker facilitated a meeting to organize Management tasks into volunteer job positions. Then the group looked at all three task lists in an effort to define what needs doing immediately (i.e. in a 'Transition' period of about 12 months) and without spending any extra money, versus what we can hold off for a while. Ultimately, the group elected to try and tackle all the tasks on the lists. Finally, there was additional work on the mission statement.

October 13, 2018 meeting with Practice Group leaders (2.0 hours)

Cheryl Woodard and Mike Mueller presented the planning process outcomes and an assessment of where EBS stands in terms of the need for growth. Each group described current participation levels and collectively we discussed how to increase participation. Leaders decided to meet regularly, probably every quarter, to resolve issues and share best practices among themselves. Cheryl promised to appoint a board member to act as liaison with practice groups.

APPENDIX E: Attendance Numbers by Practice, October 2018

At the first meeting of practice group leaders and board members, groups were asked to report how many people attended their most recent practice, or how many typically attend. These numbers will be tracked and updated each time the practice group leaders meet.

The results indicated that EBS programs served about 140 people every week at that time.

| Group | Day | Time | Attendance per Session | Weekly Attendance |
|----------------------------|---------------|-------------|-------------------------------|--------------------------|
| Silent Sitting | Sunday | 9:00 | 8 | 8 |
| Tibetan | Sunday | 10:00 | 5 | 5 |
| Tibetan | Sunday | 11:00 | 5 | 5 |
| 12-steps | Sunday | 1:00 | 15 | 15 |
| Thich Nhat Hanh | Sunday | 5:30 | 7 | 7 |
| Vipassana | Sunday | 7:00 | 5 | 5 |
| Silent Sitting | Weekdays, Avg | 7:00 | 4 | 20 |
| Silent Sitting | Weekdays, Avg | 11:30 | 4 | 20 |
| Silent Sitting | Weekdays, Avg | 6:00 | 2 | 6 |
| Yoga | Tuesday | 10:00 | 8 | 8 |
| Kwan Um Zen | Tuesday | 6:00 | 7 | 7 |
| Tibetan | Wednesday | 6:00 | 4 | 4 |
| Intro to Meditation | Wednesday | 7:00 | 8 | 8 |
| Yoga | Thursday | 4:45 | 7 | 7 |
| Soto Zen | Thursday | 6:00 | 3 | 3 |
| Tibetan | Thursday | 7:00 | 4 | 4 |
| Tibetan | Saturday | 10:30 | 7 | 7 |
| | | | 103 | 139 |
| Monthly Practices | | | | |
| Dharma in Action | Monday | 6:00 | 4 | |
| Kids program | Sunday | 3:00 | 3 | |
| Intro to Buddhism | Monday | 7:00 | 6 | |
| Half-Day Sitting | Saturday | 12:00 | 4 | |
| Movie Night | Saturday | 6:00 | 12 | |
| | | | 29 | |