

Living In the Challenge



*A Report On the State of the
SF Shambhala Center*

The Sakyong's Vision for San Francisco

A West Coast Shambhala Capital and seat for the Sakyong that raises the *lungta* (energy) of the entire West Coast and serves as an energetic bridge to Asia.

A leader in culture, youth engagement, finance and social transformation.

The seat of an eventual Kalapa Court, similar to Boulder and Halifax.

A community center where meditation practice is one of many elements.

The eventual purchase of our own building.

Meeting the Challenge

January 2010 -- We move into a central location on Stevenson Street, increasing our rent from \$2,000/month to \$7,500/month

Summer 2010 – The Sakyong appoints three *shastris* (senior regional teachers) for the Bay Area, providing essential leadership.

October 2010 -- Acharya Moore's vision of Dharma Night takes form, creating a new open house to support the next generation of Shambhala students.

February 2011 -- Membership dues drive yields \$1,5000/month increase, providing strong foundation for the year. Debut of tuition discounts program for members.

Spring 2011 -- Number of center visitors, new students and program offerings begins increasing steadily.

Investing in Paid Staff to Support Our Activities

May 2011 – Center director begins full-time hours (at part-time pay)

Nov. 2011 – NCS provides one-year grant for half-time Programs Director (Kathryn Rile); Center hires part-time Volunteer Coordinator (Merry Miguez)

Dec. 2011 -- Merry Miguez assumes expanded role as half-time Center Manager

January 2012 – Center begins rolling out expanded program schedule.

May 2012 -- \$20,000 patron donation enables Director to assume full-time paid position (like NYC, Boston, Boulder, Chicago)

Where we are now:

After nearly three years of establishing ourselves on Stevenson Street we are on our way to becoming regional leaders in Governance, Practice and Education, Membership, Finance, Community Engagement and Outreach.

Having established an operational core of full time and part time staff we are only beginning to accomplish the Sakyong's vision for a West Coast Dzong.

Here is a glimpse at what we have accomplished and where we are going:

Governance

Eight people sit on the Governing Council: Cody McGough, Center Director; Valentin Ghair, Practice & Education; Charity Martin, Societal Health & Well-Being; Heather Folsom, Rusung; Peter Dobbin, Chagdzo (bursar); Joanne Martin-Braun, representing Northern California; Stacia Garr, Secretary.

The Governing Council now meets monthly and adheres to a new form of policy-based governance mandated by the Sakyong.

The Governing Council has developed new policies to ensure better governance in 2013 and beyond, including an Accountability and Transparency Policy formally adopted Oct. 2, 2012

The Governing Council had its first one-year strategic planning retreat in September, laying out major goals for 2013.

In January we will begin a new phase of community consultation towards the finalization of a one-year strategic plan for 2013.

Operations

We have strengthened our operations with a full-time director, two half-time and two quarter-time paid staff members.

We now have the capability to plan programs nearly six months in advance in order to provide sufficient time for publicity.

We now have a work-study system in place supporting both the generosity policy and the staffing of our many programs.

We are developing a formal volunteering system centered on our Center Manager.

We are transitioning to a new website with greater capabilities of sharing our many offerings.

SF Shambhala Staff Salaries

Center Director	\$3,000	monthly	40+ hours
Center Manager	\$1,600	monthly	20+ hours
Programs Director	\$1,600	monthly	20+ hours
Comm. Director	\$ 600	monthly	10+ hours
Comptroller	\$ 600		10+ hours
Total	\$7,400	monthly	\$88,800 yearly

Practice and Education

We now offer two Way of Shambhala curriculum tracks and have taught more students than any other center in the Bay Area

We have a formal Head Meditation Instructor ensuring that all new members immediately connect with meditation instructors.

We are hosting both Wednesday and Sunday Open Houses.

We have begun the new Basic Goodness Series of classes.

We have two new Acharyas and four Shastris in the Bay Area.

A team of instructors are hosting a new Tuesday evening meditation-and-discussion open sitting.

We have debuted a new Enlightened Society speaker series during our Wednesday Dharma Night program.

Community Building

We have begun a new Delek system of neighborhood community groups.

We are instituting a new Societal Health and Well-Being Council this Fall.

We have initiated monthly community practice days to help bind our whole community.

We host special interest groups, including the Artist Circle, Queer Shambhala, Mudra, Parents and Mindful Knitting.

Membership

Since January 2010 our membership has increased from about 65 to 95 members, with income rising from \$3,000/month to \$5,200/month.

We now offer major benefits to our members, such as tuition discounts on Center programs.

We are currently adding about one person a week to our membership roster.

Outreach

We have initiated our first outreach project with a weekly lunchtime meditation offering for the Glide Memorial staff.

We assisted the region in hosting the Sakyong at Grace Cathedral, where he addressed an audience of more than 1,000 people.

For people who live and work near the Center, we open our doors at lunchtime on Tuesday and Wednesday for meditation.

We will be offering meditation instruction to other organizations via a service bureau accessible on our new website.

Dorje Kasung

The Kasung are a unique service organization within Shambhala dedicated to creating a harmonious community and practice environment at the center.

The Dorje Kasung work to provide weekly desk shifts at our Wednesday open house and regular event guard services at Shambhala events enhancing hospitality and creating an awake atmosphere.

We now host talks on the path of kasungship every month.

The SF squad greatly assisted with the Sakyong's 2012 visit in San Francisco.

Finance

By the end of the year, we project that our net program income will have more than doubled over last year: from \$20,000 to more than \$50,000.

Membership income has increased from \$40,000 a year in 2010 to a projected \$63,000 in 2012.

We are moving towards greater financial sustainability without the need for regional support, large donor gifts or general fundraising.

With financial sustainability, we will be able to begin exciting new capital campaigns, such as fundraising for a new building.

Fall 2012 Financial Report:

Monthly income is stronger than ever but still not covering our operational expenses.

We are still reliant on regional support, fundraising and donor gifts to maintain our core operations.

In 2013 we will lose over \$40,000 in regional and donor support.

We will also begin fundraising for a capital campaign for the purchase of a new building by the end of 2016.

Therefore, achieving operational sustainability by the end of 2012 is critical to our growth.

Year to Date Financial Results as of Sept. 30, 2012

Income

Contributions	\$43,650
Membership Dues	\$45,606
Rentals/Books/NCS Rent	\$11,617
Program Income	\$60,230
Total Income	\$161,104

Expenses

Administration Expenses	\$65,268
Facilities Expenses	\$76,592
Merchant Fees	\$2,962
Program Expenses	\$27,248
Total Expenses	\$172,166

Net Income (-\$11,062)

Analysis:

We are down by \$10,000 for the year, but have budgeted \$10,000 in fundraising to cover our projected year-end deficit.

However, given our need to achieve operational sustainability in 2013, this Fall we would like to introduce a campaign to both address the deficit and meet our monthly expenses in 2013.

By increasing our overall membership income by \$3,000 a month by January 2013 through the support of existing and new members, we will eliminate the majority of the deficit for 2012 and be fully sustainable on a monthly basis in the year 2013.

Here's how we will do it:

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Fall Sustainability Campaign

In order to raise \$3,000 a month in membership dues by January 2013 we are asking all members to consider raising their dues by an average of \$30 a month, with some paying more and some paying less. This alone would be enough to close the gap.

Additionally, this Fall we have begun a membership drive to invite the support of our many visitors and students who are not yet members.

Finally, this Fall we will increase our membership benefits and levels to further invite and support center membership.

Membership Drive Strategy

New Membership Director (volunteer) to communicate, sign up and support new and existing members.

Membership Committee to review progress and support all members.

Clear explanation on new website of membership benefits.

Regular membership announcements at all events.

Expand and enhance membership benefits in 2013

An Appeal to All Our Members:

Please help us meet our goal and support the Sakyong's vision in San Francisco by increasing your monthly dues today.

Monthly dues enable us to keep the doors open, and like one time donations are 100% tax deductible.

Thank you!