1. Mission Statement:

The Sacramento Dharma Center's mission is to create a sanctuary for meditation and Buddha’s teachings, welcoming everyone who seeks to end suffering and live in harmony.

1. Vision Statement:

We envision the Sacramento Dharma Center as an inclusive and accessible community resource available to all people who wish to encounter Buddha’s teachings, enjoy the benefits of meditation practice, practice with a sangha, and participate in a Buddhist tradition of their choice. We provide a home for the sustaining sanghas and other Buddhist groups. When not reserved for a specific use, the meditation hall is available for individual sitting. The center houses supportive and informational resources including a library, which are available to the general public.

1. Values Statement:

Manifesting Buddhism, Sharing Dharma, Building Sangha

We embrace the practice of mindfulness and the cultivation of generosity, ethical conduct, compassion, and wisdom. With the intention to benefit the whole community, we welcome everyone who seeks to end suffering and live in harmony.

1. Goals:
	1. **SPACE:** Secure and maintain an accessible meditation hall that meets the needs of the sustaining sanghas. Increase opportunities for daily sittings, classes and retreats, sangha-building, community outreach, and celebratory events.
	2. **FINANCE AND FUND RAISING**: Raise the funds necessary to cover capital and operating costs of the meditation hall with the understanding that rental income and/or Dana are insufficient to guarantee lease/mortgage payments and other fixed costs.
	3. **OPERATIONS:**  Efficiently and effectively manage the SDC and meditation hall through ensuring agreements and procedures that are fair and compassionate and grounded in the Dharma. Officers of the SDC and the Executive Committee are empowered to administratively carry out Board decisions.
	4. **COMMUNICATION:** Affirm the interconnectedness of SDC with its sustaining sanghas and broader communities through regular dialogue. Create supportive resources for members of the general public who wish to inquire and become acquainted with meditation and Buddhist practice.
	5. **GOVERNANCE:** Grounded in Buddha’s teachings, the Board of Directors works collaboratively to govern the SDC in harmony with its by-laws, mission, vision, values, manual of agreements and procedures and the interconnected wisdom of the sustaining sanghas. The Board values cohesion and practices with its adopted rules of consensus and conflict transformation policy. The Board places trust and faith in its committee structure to discuss issues and make proposals to the Board.
2. Strategies and Tactics
	1. SPACE. Members of the Building Committee are dedicated to locating and guiding the use of the SDC meditation hall. We will:
		1. Defer active search for a meditation hall until such time as the Board, based on information provided by the Finance and Fund Raising Committee, determines building lease or purchase is viable.
		2. Establish site selection criteria
		3. Recruit, establish expectations, and supervise real estate professional(s), including tours of potential buildings
		4. Maintain a list professionals to be used in evaluation of building, i.e. Architect, pest control, plumbing & heating)
		5. Develop the role and responsibilities for the day-to-day management of the SDC space
		6. Develop protocols and/or prototypes for use of space, including default room set-up (including altar) and cleaning
	2. FINANCE AND FUND RAISING. Members of the Finance and Fund Raising Committee are dedicated to the wise use of our donors’ funds. We will:
		1. Provide oversight and maintenance of:
			1. Bookkeeping/bookkeeper, taxes, and State and Federal non-profit reporting requirements
			2. banking, brokerage, and investment accounts
			3. financial and donor databases
			4. processing of sustaining donor and other contributions
			5. insurance needs for SDC
		2. Research similarly situated nonprofits and establish a baseline or range of agreed upon costs for items such as:
			1. start-up costs
			2. prudent operating reserves
			3. tenant improvements
			4. ongoing operating and management costs
			5. variability in sustaining contributions
		3. Recommend to the SDC Board equity, projected income, and debt load scenarios that must be met prior to entering a lease or purchase agreement.
		4. Recommend whether to engage a professional fundraiser and/or grant writer
		5. Establish fundraising goal and target goals for:
			1. Renewed Capital Campaign
			2. Pledges from sustaining sanghas
			3. Sustaining Circle donors
			4. Income from other sources (ex., fundraising events, rental to other organizations)
			5. foundation funding
			6. Additional large donors and/or lenders (ex., donor loan pool)
	3. OPERATIONS. Members of the Administration, Organization, and Legal Committee are dedicated to the foundational support of the SDC. We will:
		1. Maintain an historical file of agendas and meeting minutes
		2. Maintain a chronological history of SDC board votes
		3. Develop and maintain the Manual of Agreements and Procedures (MAPS)
			1. Finalize Conflict Transformation Policy
			2. Develop calendaring and use of space agreements and procedures, including a user agreement, MOU, or contract for the sustaining sanghas.
		4. Develop and maintain the SDC Board orientation packet
		5. Review legal documents related to the operation of the SDC and the purchase or lease of any building, including:
			1. Sharing agreement for the sustaining sanghas
			2. User agreement for other customers
		6. Research and maintain legal issue memos, for example:
			1. Mortgage Co-signer
			2. Escrow account
			3. Loan Pool
			4. SDC employees and contract employees (i.e. Janitorial services)
		7. Shepherd the Strategic Plan
	4. COMMUNICATION. Members of the Communication Committee are dedicated to regular dialogue with and providing resources for our constituents. We will:
		1. Establish a volunteer program, including volunteer guidelines
		2. Research and make recommendations to the Board whether SDC will co-sponsor events and affiliate with other entities.
		3. Refresh Case Statement, as needed
		4. Establish regular communication with donors, including thank you notes to new donors (in collaboration with the F&F Committee)
		5. Continue current written and social media communication (ex., SDC website, Facebook page, newsletter)
		6. Develop outreach materials, including outreach to sustaining Sanghas
	5. GOVERNANCE**.** The SDC Board of Directors practices the 8-fold Path and offers gratitude for the diligence, insight, generosity, and inclusivity of the many Sangha members who are engaged with the vision of the SDC. We will remain grounded in the Three Jewels and support our efforts through beginning anew with:
		1. A committee structure with concrete roles, responsibilities and tasks. Committee decisions will be backed by research, reasoning and expected dharma-centric intentions and presented as formal recommendations to the Board.
		2. The guidance of the SDC Executive Committee consisting of the SDC Board President; Administrative, Organization, and Legal Committee Chair; and Finance Committee Chair.
3. Implementation Plan:
	1. By April 1, 2015, each Committee will recommend its implementation plan to the Board.

**LIST OF ACCOMPLISHMENTS**

1. InterSangha Coordinating Council (ISCC) begins to meet (April 2010).
2. ISCC issues final report (February 2011), holds public forums and requests the buy-in of the Boards of the founding Sanghas.
3. Sacramento Dharma Center (SDC) begins to meet (October 2011).
	1. Establishes three standing committees: Organization (policy and procedure), Finance (fundraising and financial modeling), Building (building parameters and search)
4. Established the non for profit legal status of the Sacramento Dharma Center.
	1. Filed Articles of Incorporation and incorporated as a California Public Benefit Nonprofit Charitable Corporation (March 2012).
	2. Created and approved by-laws and received federal tax-exempt status as a 501(c)(3) organization (August 2012).
5. SDC Board members attend fund-raising workshop with Lynn Twist (September 2012).
6. Approved Case Statement for SDC lease/purchase of a building (October 2012).
7. Initiates Quiet Capital Campaign with personal meetings with potential large donors (October, 2012).
8. Founding Donor Social (March, 2013).
9. Public phase of fundraising begins in earnest with Indiegogo Campaign (November 18, 2013-December 31, 2013).
10. Established Administrative and Operational Functions for SDC.
	1. Developed and maintained a Manual of Agreements and Procedures for the oversight and operation of SDC.
		1. Reimbursement Policy
		2. Nominations and Elections
		3. Dissolution and Exiting
		4. Stock donation policy
		5. Expense Reimbursement
		6. Privacy policy (re surveys)
		7. Conflict (is this the correct word here, doesn't make sense to me)of Agreement to Occupy and Share Space, e.g., how DC space will be shared among the 3 founding sanghas and charges for the space. (Approved ‘in the abstract’)
		8. Procurement
		9. Consensus Decision Making
11. Created website (www.sacdharma.org) which currently averages about 300+ visits a month
12. Created email contact database of 1,270 names from founding sanghas which has an open averaging about 40%.
13. Raised $448,893 from November 1, 2011 through November 30, 2014 from 104 donors and the Indiegogo Campaign.
14. 32 donors have participated in the Sustaining Circle (monthly) donation. SDC receives approximately $1,000/month in sustaining circle donations.