

Draft Minutes of the October 15, 2018 Meeting of the Board of Directors of The Dominican Development Group (amended 11/28/18)

Mid-Year Meeting of the Dominican Development Group Monday, October 15, 2018 St. Mark's Episcopal Church 13312 Cain Road, Tampa, FL 33625

The Board of Directors of the Dominican Development Group met from 9:15 a.m. until 4:15 p.m. on Monday, October 15, 2018, in the Parish Hall of St. Mark's Episcopal Church in Tampa, Florida.

Members present:

Bishops of Companion Dioceses –The Rt. Rev. Moisés Quezada (Dominican Republic, First Vice President)

Bishop's Designated Representatives - Julia Ariail (Georgia, Secretary); the Rev. Deacon Beth Drew (Western Michigan); Katie Forsyth (Eastern Michigan); the Rt. Rev. Michael Garrison (Southwest Florida), and David Morrow (Northwest Texas, Treasurer)

At-Large Members - Julius Ariail (Georgia); Karen Carroll (Dominican Republic); John Gruetzmacher (The Episcopal Church in South Carolina); Joy Holl (South Carolina); Tom McGowan (Nebraska); the Rev. Ed Miller (Virginia); the Rev. Deacon Alexander Romero (Dominican Republic), the Rt. Rev. William Skilton (Dominican Republic),

Executive Director Bill Kunkle (Southwest Florida).

Guests: Bonnie Gruetzmacher, the Rt. Rev. Julio Holguín, Laura Morrow, Debbe Skilton, Sally Thompson, and Bob Stevens.

Members absent: The Rt. Rev. Skip Adams (The Episcopal Church in South Carolina) or his representative the Rev. Jason Roberson; the Rt. Rev. Scott Barker (Nebraska) or his representative the Rev. Jeffrey Nelson; The Rt. Rev. Wendell Gibbs (Michigan, Second Vice President) or his representative Eric Travis; the Rt. Rev. Jacob Owensby (Western Louisiana) or his representative.

At-Large Members absent: The Rev. Hilario Albert (New York); the Rev. Marshall Huey (South Carolina); the Rev. Sandy Key (New York), and the Rev. John Schaefer (Nebraska),

A meeting packet was placed on the table at each board member's seat. The packet included: the mid-year quorum checklist of members; the agenda; Executive Director Kunkle's report, Bishop Quezada's report in Spanish; the report of the Fund of Self-Sufficiency (FOCA) in English and Spanish; and the Mission Office report by Karen Carroll and Patricia Martin in English and Spanish. Kunkle also handed out separately a list of the 2018 Board of Directors with contact information; the Communications report; the Mission Team Survey report; the Wufoo Survey; the *Compañeros*

Dominicanos, September 2018, issue 46; the 2018 YTD budget review; and the 2019 proposed budget. Each attendee also received a DDG tote bag, pen, and notepad.

The Rt. Rev. Moisés Quezada opened the meeting at 9:15 a.m. with a prayer. The Rev. Ed Miller, President, called the meeting to order and asked the secretary if the group had a quorum present. Secretary Julia Ariail confirmed that there was a quorum with 14 of the 23 members present. The president introduced the guests. All the guests present are listed above.

The agenda for the meeting is at **Appendix A**.

Minutes

The minutes of the last meeting were emailed to all the board members in March 2018. Dr. Tom McGowan requested a one-line amendment to his report and the amended minutes were emailed one month in advance of the meeting. John Gruetzmacher made a motion to approve the amended minutes. The motion was seconded by David Morrow and approved unanimously by vote. The February 2018 approved minutes are at **Appendix B**.

Executive Director's Report

Executive Director Bill Kunkle summarized the report he printed in the agenda booklet. 2018 marks the 20th anniversary of the Dominican Development Group. He outlined some of the changes in the organization. He said that mission teams continue to be the life blood of the program. Karen Carroll's retirement as mission team coordinator presents a significant challenge to the operational capacity. During the first part of 2018, there have been some challenges and shortfalls in the timing and logistics with some mission teams. He feels this has been affected by changes in clergy and other diocesan staffing. He discussed the significant monies that were transferred to the Diocese of the Dominican Republic in 2018; his work with mission teams; the Exploration teams; Clínica Esperanza; the Dominican Wave micro business, as well as GEMN and the upcoming Encounter in Mission. Bill's complete report is **Appendix C**. Bill also noted the report of the companion diocese committee of Southwest Florida found at **Appendix D**.

Discussion - Following the report, Julius Ariail asked if we are committed to hosting another Encounter. He thinks Bill Kunkle is overextended. Bill answered that Bishop Quezada wants to hold it. He says that the members of the Global Episcopal Mission Network (GEMN) will help and stay for it after their convention. Julius added that we all agree on the benefits of the Encounter, but it is a huge job requiring a lot of organization that he thinks is not in place at present. Bishop Bill Skilton echoed Julius' concern about Bill Kunkle being overextended. He thinks that there needs to be a replacement for the mission coordinator before the Encounter can take place. There is a question of whether the coordinator should be a Dominican or American. Because The Episcopal Church (TEC) has decided missionaries should only be in place for one year, perhaps we should work with the Society of Anglican Missionaries and Senders (SAMS). Bishop Skilton wants the DDG to look at other options for the mission coordinator. He thinks Bill Kunkle is doing a good job but needs to tone down the overseas travel and travel more in the US to encourage more mission teams. John Gruetzmacher added that this is what Julius was talking about. Julius thanked Bill Kunkle for helping the St. Peter's Savannah, Georgia team by coordinating a trip to meet with the Clínica Esperanza staff about optical surgery. Bill Kunkle said, "I have a skill set that helps me do an assessment of the clinic and about what needs to be done first, then through the long term."

Bishop Moisés Quezada said, "About Patricia (Martin), there is no doubt about her excellent work. We have talked about this before. We are looking for a person outside of the DR. We spoke to TEC. I want to pick the person. He or she will be considered a missionary. Give us more time to deal with this. Two people work in that office now – Charlie Nakash and Patricia Martin."

President Ed Miller then suggested we set aside the mission coordinator issue.

Bill Kunkle continued his report addressing his discussion with Leslie Pendleton, Associate Program Director for Strategic Resources and Client Services and our contact at the Episcopal Church Foundation, about an annual appeal for the DDG. There is a shortfall for 2018 in the DDG budget of \$139,000. To date only \$118,195 has been received including a \$20,000 donation. Board member donations are less than expected. Bill is still working in coordination with Karen Carroll on a mission team planning checklist. The Fall Exploration trip is Nov. 8-14. For 2019, the Spring trip will be March 30-Apr. 3 and the Fall Exploration trip is scheduled for Nov. 7-13.

Bishop Quezada's Report

Bishop Quezada's report in Spanish as printed in the agenda booklet is **Appendix E**. He apologized for not bringing an English version. (His secretary later emailed the English version that is **Appendix F**). At the meeting Bishop Skilton translated for Bishop Quesada, who said, "I am happy to be with you. The DDG is a strong arm of growth of our diocese and church in the DR." He also talked about the wonderful support through gifts from missionary groups, scholarships, the purchase of lands and all other support. He hopes that companionship will continue because there is a great deal to do: new missions to open, construction of institutions, and new projects.

"Under Bishop Holguín the growth advanced and that needs to continue," Bishop Quezada said. "We started a national campaign called One Church Moved by the Spirit – Here I Am, Send Me. The Health, Reconciliation and Evangelism Congregational Committee will help move this forward. We will inaugurate a center in Santiago for study. The first graduation will be on the 15th of December, and in January we will give certificates to previous graduates. The entire diocese has bought into this idea. Structural reorganization is underway for all of our institutions with follow-up and evaluation. We have contracted with an expert to evaluate the diocese, schools, and clinic. We hope for better control and more efficiency. We will continue auditing. We hope this will avoid inefficient programs and strengthen our Diocese. Everyone must comply with financial commitments.

As far as the schools are concerned, these are different times that when we began. Due to the great investment by the DR government that has approved 4% of the budget to education, the public schools have improved greatly and offer better teacher salaries. Many of our good teachers have left to teach in the public schools. Some of our schools are doing well – San Andrés, San Jose and Santa Cruz, for example, where the enrollment has increased. But others like Todos los Santos have seen a loss of enrollment. There is a possibility of changing some to technical schools or closing them. We are negotiating for this year and next year that 13 schools come under a new program. For each child the government will give 19,000 pesos. Next year, they will be naming someone to coordinate the schools. The diocese will pay part, and the program will pay part.

Next year we will negotiate with the Department of Education for our poorer schools in vulnerable places. Thanks to Dr. Tom McGowan and his team for their great work on directional administration

quality and implementing technological advances. Thanks to Charlie Nakash also who was part of the team.

The Diocesan budget comes from FOCA – 59%; Missions – 20.60%; TEC – 8.92% and other sources – 11.05%. We have had the same budget for three years. We hope that missions' contributions will increase. The Committee of Finances is working to improve the situation by working with Province IX through conferences to achieve objective sustainability. We must develop Diocesan programs that are all self-sustainable.

We are hoping for some new projects with economic advantages. We know they are ambitious but necessary. Number 1 is the construction of a clinic on land next to the Clínica Esperanza to absorb new equipment donated from Georgia. Bishop Quezada showed a printout of an architectural design. The cost would be approximately US\$1 million. The government is building primary care facilities and is not interested in helping us. The Clínica currently has only three doctors and sees about 400 patients a year. Number 2 is the construction of classrooms at Colegio La Encarnación. Number 3: Construction of classrooms at San Andreas; Number 4: Construction of a new dormitory at the Bishop Skilton Conference Center in Boca Chica; Number 5: Construction of a new church, La Gracia, in Boca Chica; Number 6: Purchase of land in Dajabon for construction of a church and school; Number 7: Construction of a multi-use building in Santiago with the possibility of using it for bi-lingual teaching; Number 8: Purchase of a hotel and recreation center in Boca Chica near the Monte de Sion church; Number 9: Purchase of two pieces of land for daycare centers (maternals) - one in Santiago and one for Los Conucos in San Pedro de Macorís; and Number 10: many smaller projects that will perhaps be coordinated by Bill Kunkle with mission teams.

We are considering new missions in San Pedro de Macorís, in part of Santo Domingo East, and in the south of the country, and perhaps another two in Santiago. The Committee for Congregational Development is working to strengthen the churches that are weakening. Two new churches will be dedicated in October and November – Espíritu Santo in Las Carreras and Monte de Sión in Boca Chica. On November 24 there will be an Encounter within the DR for the renewal of baptismal vows. He asked if there were any questions or comments. When there were none, he added that he would like to have a private meeting with the DDG officers.

FOCA Report

The Rev. Deacon Alex Romero presented the Fund of Self-Sufficiency (FOCA) Report found in the Agenda booklet and in this report at **Appendix G**. The majority of the values are in Dominican pesos with the ending balance in both Dominican pesos and US dollars. The beginning balance as of January 1, 2018 was RD\$455,015,490. The ending balance as of September 30, 2018 was RD\$505,287,943 or US\$10,152,460. For 2019 the amount of money sent to the DR from TEC will be US\$100,000.

Discussion

Bill Kunkle praised the FOCA Committee for their remarkable work. The Diocesan office has kept their withdrawal to 62% of the interest for the year rather than the 80% that is allowed by canon law. The group discussed the FOCA report and its auditing procedures which include changing auditors every four years and sharing the audit with TEC, the FOCA Committee and the new Diocesan Finance Committee.

Morning Break at 10:45 a.m.

During the break, there was a meeting of the executive board with Bishop Quezada attended by Bishop Quezada, President Ed Miller, Secretary Julia Ariail, Treasurer David Morrow, Executive Director Bill Kunkle and Bishop Bill Skilton, serving as translator for Bishop Quezada.

The meeting resumed at 11:26 a.m.

Mission Team Office Report

Karen Carroll read Patricia Martin's report as well as her report, both of which were in the Agenda booklet and are reported at **Appendix H**. Karen left her position as mission team coordinator in August 2018. Patricia Martin has assumed the majority of Karen's duties as an interim coordinator. She reported that 45 mission teams came to the Dominican Republic this year.

President Ed Miller delayed his report until after lunch.

Communications Report

Communications Chairman Julius Ariail called the board's attention to the three information sheets given to the group with the Agenda Booklet: the DDG Communications Update (**Appendix I**), the Mission Team Survey Report (**Appendix J**) and the Wufoo Survey (**Appendix K**). He asked John Gruetzmacher to explain the efforts he made to create a survey to develop an effective means of obtaining feedback from individuals who complete short term mission trips in the DR. Gruetzmacher created the 7-question survey without expending any DDG funds and beta tested it on a small group. He described the results as positive. The Communications Committee is prepared to proceed to implement the survey through the online Survey Monkey Wufoo account. However, operation of the survey requires close coordination between the Communications Committee and the Mission Team Coordinator. Until a permanent Mission Team Coordinator is in place, the committee feels implementation of the survey should be put on hold.

Julius Ariail pointed out the significant details in the DDG Communications handout (**Appendix I**). He highlighted the nine issues of the *Companion News* and the three issues of *Compañeros Dominicanos* to date in 2018. He is continuing the photo project begun last year with an online version of the 20" x 30" poster to emphasize the magnitude of the mission work in the DR. While Julius continues to maintain the websites of the DDG and the Diocese of the Dominican Republic, he did transfer the domain name "iglepidom.org" from the DDG to the Diocese this year. He continues to post daily on the DDG Facebook and Twitter pages. Photographs of mission teams are also posted on Instagram. Katie Forsyth created a video about the February 2018 ambulance dedication and shared it across the social media outlets of all the companion dioceses. He reported 964 likes/followers on the Facebook page; 100 on Twitter and 142 on Instagram.

Discussion – John Gruetzmacher said the way forward with the survey requires the email addresses of the mission team members from the Mission Team Coordinator in the Diocesan Office. Bill Kunkle said that Karen has tried for years to acquire them. Some teams supply them and some don't. John said that we never expect 100% but 50% may be good. The issue is how to get addresses without being intrusive. Julius Ariail said that some responses need action from the Diocesan office. Therefore, we might need to wait a year. John spent \$20 a month with Survey Monkey while developing the survey but will drop the account for now. Katie Forsyth asked about the responses

from the pilot project. "Did they respond on hospitality or spiritual aspects?" John answered, "Some of each." He wonders what to do with the answers of "X needs to be improved." Should he give them to Bill Kunkle or to Patricia Martin. Katie sees benefits of the missions in forming long-term relationships and long-term spiritual growth. "We should be evangelists," said Katie.

President Ed Miller asked if we get email addresses now. Bill Kunkle says we have many. Beth Drew said her team gets the members email addresses. We should just ask the team leader to send them to the coordinator. Julia Ariail said she sends the email addresses of her team members to the coordinator's office every year.

Joy Holl said that one of the problems her team experienced earlier this year was that no one met them at the airport. As an experienced team leader, she didn't panic, but a new team leader would have been in real trouble. Bishop Bill Skilton translates this for Bishop Quezada who says, "We have talked about this in the Companion Diocese meetings. Patricia will go when she can. Otherwise the priest where the team is going should meet the group or a member of the Companion Diocese Committee should." He wants the mission office and Bill Kunkle to copy him about every incoming team. Bill Kunkle says, "First time teams who get lost would be devastated. The Diocesan Office needs to designate someone to meet each team. There is a list of incoming mission teams that Julius puts on the web site." President Ed Miller agrees that all teams need to be met. John Gruetzmacher said that he purposefully avoided the question "What went wrong." Katie says, "If we ask the question, then you have to do something about it."

Julius Ariail said, "We (the DDG) have no committee to deal with missionaries, yet the 45-50 mission teams are our biggest asset. We are in danger of that going 'poof.'" Beth Drew said that it is a customer relations issue. Joy Holl said that she didn't want it to be negative. Beth said that we need one person to respond for specific answers. John wants one or two people from the DDG to help, and that we must have a "bullet proof" survey. Ed Miller said that the \$20/month or \$240 a year is manageable. John told him there is a discount if you sign up for a year. Also the DDG can put the logo on the survey and have a second person on the administration for an extra fee. Bill Kunkle said he doesn't want people complaining about third world problems. Ed Miller asked if the Diocese sends out a Frequently Asked Questions info sheet. Bill Kunkle said, "No. Each team does their own." John informed the group that his wife Bonnie Gruetzmacher had written a set of guidelines for short term mission that was derived from a set of Society of Anglican Missionaries and Senders (SAMS) guidelines. Bonnie volunteered to work with Bill, Karen, and Ellen Snow to tailor her work to the needs of the DDG.

Julius Ariail asked the group to assemble for the photo. Bill Kunkle and Joy Holl thanked Julia and Julius for the photos and excellent communications.

Lunch at 12:30 p.m.

During lunch the DDG officers met again in executive session with Bishop Quezada, Bishop Skilton as translator, and Bill Kunkle.

The meeting resumed at 1:30 p.m.

After lunch Dr. Tom McGowan, board member and educational missionary, used his written report as notes for his report. The written report is **Appendix L**. He has been twice to the DR since February conducting two workshops with 180 teachers and administrators. Tom also has an online blog. There will be a leadership retreat in December. He reinforced Bishop Quezada's report about the "promising effort" to achieve quality private education with assistance from the Dominican government with pay for staff and principals called the MINERD/Diocesan partnership. The best example is Colegio Buen Pastor where a veteran administrator paid by the government has improved facilities and raised enrollment. Tom said the Bishop is creating a department of Diocesan education and "An excellent person is in the process of being named as education coordinator. This position will facilitate existing activities, organize record-keeping mandated by the government, and support aspects of my work like professional development and curricular/strategic planning."

The Episcopal schools offer education with values and stress civic involvement and spirituality. Tom said that there is greatly improved school record-keeping at the local and Diocesan levels. There are 26 schools with an enrollment of 6,355. Colegio San Andres led the city of Santo Domingo in achievement test scores for the past academic year. The retreat with panel discussions at the Campamento, December 5-6, will focus on how to make a high quality school emerge. They are considering the introduction of English as a second language classes and pilot technology schools. They need additional finances for many of the improvements and will discuss fundraising. Jack Keester, the founder of Colegio Kids is stepping down. Tom McGowan and Ellen Snow will now administer the scholarship monies for San Esteban where they hope to increase enrollment through additional scholarships. "Central to efforts to improve schools is boosting enrollments across all the schools," said Tom. "Central to increasing enrollment is a healthy scholarship program."

Discussion – John Gruetzmacher asked how many children are in the government funded preschool. Tom estimated 20%. With the translation help of Bishops Garrison and Bishop Skilton, Bishop Quezada said that when the church started to get into education, we addressed a problem. Now that the government is investing a lot of money in educational improvement, we have a challenge. We need a new plan as well as other sources of income. We must be self-sustaining. The Finance Committee is seeking counsel from experts. We are in negotiations with the government about childcare. There is a great necessity in many places for childcare. If the child starts in a place, he or she will probably continue there. At San Andrés we have four classes. At San Esteban we hope that school will become bi-lingual.

Break at 3:30 p.m.

After the break the Membership, Budget and Finance, Endowment, Communications, and Education Committees met separately, then gathered to report. Because the membership list was not printed in the agenda booklet, Secretary Julia Ariail read from her membership list (**Appendix M**).

Membership Committee

Julia Ariail reported for the Membership Committee of Bishop Moisés Quezada, Bishop Michael Garrison, the Rev. Deacon Beth Drew, Karen Carroll and Julia Ariail. Since the last meeting, the Rev. Rhonda Rubinson resigned, the Rev. Jason Roberson replaced the Rev. Rick Lindsay as the Bishop's representative for the Episcopal Church of South Carolina. The Rev. Jeffrey Nelson, Bishop's representative for the Diocese of Nebraska, is moving out of that diocese. Julia will write the Rev.

Sandy Key to inquire if he wishes to remain on the board since he has missed three consecutive meetings. Bishop Garrison asked that his email address be changed to jmichaelgarrison@gmail.com. Several Dioceses do not have representatives. Bishop Garrison and Julia Ariail will check with them to see if they wish to name representatives. Four new at-large members were proposed: Sally Thompson, Diocese of Southwest Florida; the Jean Pritchard-Nava, Diocese of Virginia; Laurie Sargeant, Diocese of East Carolina; and a Dominican to be nominated before the next meeting by Bishop Quezada.

Budget and Finance Committee

David Morrow reported for his committee. The only other member of his committee in attendance was Bishop Bill Skilton. The current budget of the DDG is \$139,000 and to date, we have received \$118,000. He passed out the current budget (**Appendix N**) and the proposed 2019 budget (**Appendix O**). David will be working with Bill Kunkle to rework the 2019 budget so that we can get office help for Bill. He will also work with other board members on his committee to create a new job description for Bill.

Deacon Beth Drew suggested David's committee name a dollar figure the at-large board members are expected to contribute. David named the figure \$1600 a year or contribute that amount toward missional programs.

Endowment Committee

In lieu of a report from this committee since the La Paloma campaign is over and the \$200,000 added to the Diocesan FOCA, President Ed Miller introduced Bob Stevens and Bishop Julio Holguín to talk about the Province IX efforts to develop a group like the DDG.

Bob Stevens said the DDG has given birth to a child, the Province IX Development Group, the GDP. The purpose of the group is to help support other dioceses of Province IX. Central America, Mexico, and Brazil are also interested as is Trinity Wall Street. The agenda mainly focused on self-sustainability. They met in Honduras to describe how the DDG was created and operated. There was a lot of difficulty in the beginning. They took a team to the diocese for a feasibility study. Bishop Holguín, as well people from Puerto Rico, Honduras and the Dominican Republic. They had to get the Bishop of Equador to invite them first. Honduras is moving forward as is South East Mexico. Bishop Holguín said that the idea started two years ago at a council meeting. Bob Stevens was hired for \$1 a year. Holguín spoke to the bishops of Brazil and El Salvador ad they are interested too.

Date of Next Meeting

The Diocese of the Dominican Republic will hold its convention February 8-9, 2019 at San Marcos in Haina. There will be a supper for the DDG Board of Directors on Sunday February 10 and the Annual Meeting is scheduled for February 11, 2019 in Santo Domingo at the Diocesan Office.

Discussion – There are two upcoming church dedications in the DR: October 20, Espíritu Santo in Las Carreras and November 10 at Monte de Sion in Boca Chica. In addition, on November 24 there will be an Encounter for the reaffirmation of baptismal vows and the ordination of lay leaders at San Andreas in Santo Domingo at 10 a.m. Everyone is invited.

There has been a donation of a large generator by John Armbruster. The generator is in a shipping container in the parking lot at Epifania cathedral. It is too big to be used by the seminary and they are

considering selling it. They hope to use the proceeds to buy a generator of appropriate size for the seminary and sell the shipping container to pay for the installation of the new generator. There is a company interested in the large generator.

Bill Kunkle asked for suggestions for the 2019 mid-year meeting in October or November. Western Michigan, Georgia, and Northwest Texas were suggested.

President's Report

President Ed Miller delivered a brief report found on the DDG website at **Appendix P**. He said, "The DDG continues to build on its twenty-year heritage of linking Dominicans and Americans as friends in Christ on a common mission. As always, we stretch to exceed our apparent capacity by keeping in mind expansive opportunities not yet realized." He expressed gratitude of all those involved. He and Bill had to suspend the annual fund-raising campaign because of the need to work on potential donor lists and a more cohesive strategy for fund-raising. He wants Bill Kunkle to spend more time travelling to companion dioceses in the US, improve the DDG coordination and accounting for mission teams. Ed hopes to have others provide necessary support.

Discussion – Joy Holl inquired how first time teams find a list of opportunities. Bill Kunkle replied that the Exploratory trips and phone calls from him are the avenue for discovery. Bill also said there are a couple of good planning guides: one from Bonnie Gruetzmacher and one from Georgia. Julia Ariail said that her check list includes financial agreements, the list of team members with their physical and email addresses as well as contact phone numbers, as well as approved projects, materials requested with delivery dates expected, housing and transportation arrangements, and hotel accommodations. John Gruetzmacher said that in North Carolina there are several Lutheran groups coming to the DR. He suggested we get them involved. Tom McGowan asked if he can send letters of inquiry to educational funding organizations and was given the approval by President Ed Miller. Tom also hopes to develop a new scholarship brochure for the DR.

The meeting ended at 4:02 p.m. with a blessing from Bishop Moisés Quezada.

The Executive Committee met again after the official board meeting with Bishop Quezada, and Bishop Skilton, translating. Bill Kunkle did not meet with the group as he was working in his office. No minutes of the three executive sessions were kept as directed by the President.

Respectfully Submitted,
Julia Ariail, Secretary, Dominican Development Group
October 15, 2018