

**Mater Dolorosa Passionist Retreat Center
Meeting of the Board of Directors
June 19, 2018**

Retreat Director's Monitoring Report

Introduction

I CERTIFY THAT THE FOLLOWING INFORMATION IS TRUE AND CORRECT AS OF 14TH JUNE, 2019.

This is the fifth Board meeting in FY 2019 and represents the continued development and use of the *Policy Governance Model* for the governance of the retreat center. According to this new model, the Retreat Director's monitoring report to the Board is to be based on a selection of the policies that have been designed to govern the retreat center. Therefore, this report will be formed around the following selected Executive Limitations policies, all the Ends, Governance Process and Board-CEO Linkage policies:

EXECUTIVE LIMITATION POLICIES

EL1: Global Executive Restraint

EL.5: Hiring and Termination of Staff

EL 8: Financial Conditions and Activities

EL 10: Fund Raising and Development Policy

EL12: Emergency CEO Succession

EL13: Long Range Planning

EL.1: Global Executive Constraint

The Chief Executive Officer (the "CEO") of Mater Dolorosa Passionist Retreat Center (the "Retreat Center") shall not cause or allow any policy, practice, activity, retreat, event, decision, conditions or organizational circumstance which is counter to the spirit, traditions and mission of the Congregation of the Passion of Holy Cross Province. The CEO will not allow any activity which is opposed to the Magisterium of the Church, in accord with the principles in the Code of Canon Law which govern the relationship between the Local Ordinary and the Congregation of the Passion, Holy Cross Province; or is either unlawful, negligent or in violation of commonly accepted Catholic, business or professional ethics.

CEO Interpretation

I interpret this policy to direct and implement outlined above to be maintained in accordance with the above statement.

CEO Response:

I report that we are in compliance with this Executive Limitation Policy as follows:

- a. We are in compliance with the requirement of conveying, teaching and supporting the Magisterium of the Church in our activities at MDPRC;
- b. Are in compliance and support of the Code of Canon Law governing the relationship between the Ordinary and the Congregation of the Passion;

- c. Are in compliance with business, profession and spiritual ethical practices in our activities at the MDPRC;

In addition, we have implemented an internal Formation Program for staff, which will assist in communicating the practical application of these standards for the ministry here at MDPRC. This has been well accepted by the staff in recent months.

ACCORDINGLY, WE REPORT THAT THE RETREAT CENTER IS IN COMPLIANCE WITH THIS POLICY.

EL.5: Hiring and Termination of Staff

With respect to the hiring and termination of staff, the CEO shall not cause or allow conditions, actions, procedures, policies or decisions which discriminate against any employee or applicant for employment based on race, color, national origin, sex, age, or disability or which compromise the Catholic and Passionist character of the Retreat Center.

Accordingly, the CEO shall not fail to:

- a. ensure that all employment is “at-will”;
- b. give preference to persons who are qualified, practicing Roman Catholics (or another Christian in the absence of a qualified Roman Catholic applicant), and are willing to support the Passionist mission of the Retreat Center;
- c. invite all personnel to support the formation of the Christian faith community in the Retreat Center; and
- d. treat all employees and staff as ministers with varying degrees of responsibility to represent and carry out the Catholic and Passionist mission of the Retreat Center

CEO Interpretation

I interpret this policy to direct and implment outlined above to be maintained in accordance with the above points in a) through (d).

CEO Response:

I report that we are in compliance with this Executive Limitation Policy as follows:

All new hires have been advised that their employment is “at-will”. There have been seven new hires since December 5, 2018, the last time this executive limitation was included in this report. Three of the new hires are no longer working at the retreat center: one resignation, one termination and one job abandonment. Volunteers continue to be interviewed to determine if they will be a good fit in the retreat center. There have been four staff formation meetings this fiscal year. All employees, volunteers and contractors, are aware of the Passionist charism and expected to conduct their duties in a manner that carries out the Catholic and Passionist mission of the Retreat Center.

ACCORDINGLY, WE REPORT THAT THE RETREAT CENTER IS IN COMPLIANCE WITH THIS POLICY.

EL 8: Financial Conditions and Activities

With respect to the actual, ongoing financial condition and activities, the CEO shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the budget.

Accordingly, the CEO shall not:

- a. expend more funds than have been received in the fiscal year to date unless board authorized guidelines are met;*
- b. use any long-term reserves for current operations, special projects or debt retirement without obtaining prior board approval;*
- c. acquire, encumber or dispose of real property without prior authorization of the board;*
- d. dispose of religious art or icons without prior authorization of the board;*
- e. use any restricted funds for any other purpose than that designated by the donor(s);*
- f. fail to provide for the Board of Directors an annual external Audited Financial Statement by a board approved CPA firm;*
- g. fail to provide appropriate internal financial controls.*

CEO Interpretation

I interpret this policy to direct and specify the standards (a-g) to be maintained in the financial management of the retreat center.

CEO Response:

I report that we are in compliance with this Executive Limitation Policy as follows:

- a. We have not expended more funds than have been received in the fiscal year to date.
 - a. At the end of Quarter 3, we had \$1,899,000 in revenues and \$1,801,000 in expenses, which is a difference of \$98,000.
- b. We have not used any long-term reserves for current operations, special projects or debt retirement without obtaining prior board approval;
- c. We have not acquired, encumbered or disposed of real property.
- d. We have not disposed of religious art or icons.
- e. We have not used any restricted funds for any other purpose than that designated by the donor(s).
- f. We have not failed to provide for the Board of Directors an annual external Audited Financial Statement by a board approved CPA firm.
- g. We have maintained all appropriate internal financial controls in the work of the retreat center.

WE REPORT THAT THE RETREAT CENTER IS IN COMPLIANCE WITH THIS POLICY.

EL 10: Fund Raising and Development Policy

With respect to the acquisition and allocation of funds received through fund raising activities or the development program, the CEO shall not cause or allow conditions, actions, procedures, or decisions that are imprudent, illegal, or violate professional standards, ethical values or relevant stewardship responsibilities.

In addition, the CEO shall not fail to:

- a. develop a fund raising and development program for the retreat center's current and capital needs;*
- b. achieve or exceed the fund raising and development goals, as established in the current year's operational and capital budget and in the retreat center's long-term fund raising and development plan.*

CEO Interpretation:

This policy directs the CEO to be a good and careful steward of the resources of the retreat center and to oversee ongoing efforts to develop sufficient financial resources to assure the continuance of the mission of the retreat center.

CEO Response:

- (a) As this fiscal year comes to an end, we will be reviewing our current fund raising and development program to determine ways to meet our current and capital needs.
- (b) This report includes final revenue/expense numbers for appeals that have ended and events that have taken place as of June 13, 2019. A final report of all other appeals will be provided at the end of this fiscal year (June 30, 2019).

A new format for reporting Fund Raising Activities and Development Policy in the new fiscal year are being looked at.

2018 Year End Appeal – Final

This was the fourth year for our year-end appeal. Total revenue increased by \$6,126.00 over last year. We will continue to offer this giving opportunity. Budget was exceeded for this appeal.

Budget:	\$35,000.00
Gross Revenue:	\$38,140.00
Less Expenses:	\$ 6,683.00 (Outsource printing and mailing services plus postage)
Net Revenue:	\$31,457.00
Households Mailed to:	9,998
# of Gifts:	305
Average Gift:	\$125.00

2019 Lenten Prayer Appeal – Final

This is the fourth year for our Lenten Prayer Appeal. This appeal was never intended to be a full-blown fundraiser. The intent is to reach out to our Mater Dolorosa family requesting prayer

intentions from them with the idea of praying for each other during this special season of Lent. Budget was not met for this appeal, but total revenue increased by \$1,208.00 over last year.

Budget:	\$20,000.00
Gross Revenue:	\$14,518.00
Less Expenses:	\$ 6,204.00
Net Revenue:	\$ 8,314.00
Households Mailed to:	9,933
# of Gifts:	183
Average Gift:	\$79.00

2019 Golf Tournament – Monday, May 20, 2019 – Glendora Country Club

We are grateful to Michele Coudures and Larry Marquette, our co-chairs for the 2019 Golf Classic, whose efforts were rewarded with a successful golf tournament at Glendora Country Club. Michele and Larry were a tremendous help to the Development Office and spent time following up with phone calls to golfers, sponsors and underwriters. They were instrumental in procuring a helicopter for the exciting golf ball drop on the course. We are also grateful for the many volunteers who took the time to make phone calls, procure auction items, work at the golf course, and later at the retreat center.

Budget was not met this year, but improvements over last year show a positive trend for the future.

Budget:	\$115,000.00
Gross Revenue:	\$ 90,845.00 (\$17,224.00 more than 2018)
Less Expenses:	\$ 21,721.00 (\$1,981.00 less than 2018)
Net Revenue:	\$ 69,124.00 (\$19,205.00 more than 2018)
Number of Golfers:	107 registered, 5 cancellations



Evenings at the Monastery – Retreat Ministry & Development Collaboration

A new summer series in our outdoor amphitheater. The fee to attend has been kept low at \$35 per ticket to encourage attendance. The fee includes a light supper.

Marketing for these events include:

- Posters in Sierra Madre Businesses
- Posters in local Catholic Parishes
- Poster at Bethany Church, Sierra Madre
- Parish Bulletins
- Advertisement in Pasadena Weekly
- Angelus (Archdiocese publication)
- Facebook
- Website
- Email Blasts

Registration can be made online at www.materdolorosa.org under Events.

Saturday, June 22nd - Doug Hertler – “Merton & Me – a Living Trinity”

Thursday, August 8th – Áine Minogue – world-famous Irish Harpist, Singer & Composer

Thursday, August 15th – Marty Brounstein – CA-based author will talk on his book “Two
Among the righteous Few: A Story of Courage in the Holocaust”.

Thursday, August 22nd – An Evening with Fr. Michael Fish

Thursday 3rd, October – J. C. Spires – CA based singer/songwriter – music and discussion of his
conversion experience

TBD – Dr. Michael Downey Series

Future Events

Sunday, July 21, 2019 - All Donor Mass & Luncheon

Saturday, October 19, 2019 – Harvest on the Hill

Stewardship/Donor Relations

Several meetings with donors have taken place. More introductions are to be scheduled.

WE REPORT THAT THE RETREAT CENTER IS IN COMPLIANCE

EL 12: Emergency CEO Succession

To protect the board from sudden loss of CEO services, the CEO shall not fail to have an emergency CEO succession plan which identifies two other administrators who are familiar with board and CEO issues and processes to enable either of them to take over with reasonable proficiency as an interim successor.

CEO Interpretation

I interpret this to mean that it is essential for the retreat center to have two people on staff who could take responsibility for leading the retreat center on a short term basis should the current CEO become incapacitated.

CEO Response

Currently there are two people on staff who know the members of the board and the ministry of the retreat center who could lead the retreat center should the current CEO become incapacitated. They are Fr. Michael Higgins and Fr. Bruno. Both have ministered here at Mater Dolorosa for more than five years and are respected by the retreat center staff and the many retreatants who come here.

As of July 1, 2018 there will be a new Retreat Center Director here at Mater Dolorosa. Should the current CEO become incapacitated for any reason there will be two people on staff who could take interim responsibility for the tasks of the CEO. They are: Fr. Michael Higgins, C.P. and Fr. Bruno D’Souze, C.P.

THEREFORE, WE REPORT THAT THE RETREAT CENTER IS IN COMPLIANCE WITH THESE POLICIES

EL.13: Long Range Planning

The CEO shall not fail to consider the elements of the Ends Policies when developing a plan for the long-term viability of the Retreat Center. Furthermore, the CEO shall not fail to report to the Board on the work conducted in this regard. Reporting shall occur no less than annually.

CEO Interpretation:

The long term viability of the center is key to the future of continuation of the Passionist Charism and spirituality to the surrounding community.

CEO Response:

During the course of 2018 and 2019 considerable time and attention has been paid to the initial transition from vowed to lay management of the Retreat Center. This has involved not just the technical management of the center, but fully immersed in the ministry of the center, namely the Passionist Retreat program and its extensive weekend ministry.

After almost one year in the transition, I feel a considerable amount of progress has been made to moving towards a blended ministry with a larger lay component. This movement from a ministry perspective will be critical to the success of the center in the future, at least with regard of the continuation of the Passionist message as fewer vowed members are available to continue this work in the future.

The recent Chapter meeting affirmed the Holy Cross Province commitment to continue this movement in the short and long term, and its leadership is supportive of the work being done at MDPRC to secure a successful transition.

With this in mind, the following direction is being set to help secure the long term future of the center. Bear in mind many are multi-year activities which will considerable effort and resources to achieve but can be generalized as follows:

- a. Move towards lay-led ministry programs at MDPRC. Specific actions include:
 - i. Internal formation for all staff at MDPRC (underway)
 - ii. External and internal formation for ministry at the preaching level at MDPRC (needs support from the Province)
- b. Development of Outreach programs for MDPRC retreatants and specifically an increase in young persons and Hispanic ministerial offerings
- c. The hiring of an additional Director level resource for Outreach and Multi-media ministry at MDPRC (proposed)
- d. Continued review of the operational opportunities for expanding the ministry at MDPRC
- e. Engagement with the issues associated with the potential sale of the 20 acres at MDPRC and the potential impact on the long term ministry
- f. Long range planning for the financial and ministerial stability of MDPRC (Strategic planning, Development activities and recognition of Signs of the Times)