**Mater Dolorosa Passionist Retreat Center  
Meeting of the Board of Directors  
December 6, 2017**

**Retreat Director’s Monitoring Report**

**Introduction**

**I certify that the following information is true and correct as of December 6, 2017.**

This past weekend (December 1-3, 2017) we completed the weekend retreats we had scheduled for the fall season of 2017. Our retreat theme this year is, “Going without Knowing: Pitching our Tent in Faith.” During the fall season we have had six weekend retreats for men with 436 men attending (430 last year and 429 the year before) and three weekend retreats for women with 216 attending (206 last year and 197 the year before).

This is our second Board meeting since the retreat center instituted 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 Global as well as all Ends policies:

**EL 4: Personnel and Handbook Policies  
EL 5: Hiring and Termination of Staff  
EL 6: Compensation and Benefits  
EL 8: Financial Conditions and Activities  
EL 10: Fund Raising and Development Policy**

**EL.4: Personnel Policies**

***The CEO may not operate the Retreat Center without written personnel policies, contained in a handbook, which provide an environment within the retreat center community that is free from illegal labor practices. With respect to the treatment of paid and volunteer staff, the CEO shall not cause or allow conditions which are unfair, undignified, disorganized or unclear.***

***In addition, the CEO shall not fail to:***

1. ***develop and implement a specific written policy and procedure that (1) provides a procedure for making complaints of illegal labor practices, (2) ensures that complainants will be free from retaliation, (3) ensures a prompt and reasonable investigation of all complaints of harassment, and (4) provides an effective correction of any incidents of harassment;***

***b) inform and educate all staff of all personnel policies;***

***c) provide harassment and safe environment training for all employees of the Retreat Center as required by law;***

***d) have all personnel and policy handbooks reviewed by outside counsel at least every two years or as revisions necessitate.***

Mater Dolorosa has an Employee Handbook which guides its management of retreat center staff. The handbook was last issued in 2012. With the adoption of the Mater Dolorosa Policy Governance Handbook in June, 2017, a requirement was put in place that requires that the handbook be reviewed every other year. Several months ago the handbook was submitted for review and revision to the Landegger Baron Law Group, Encino, CA, the firm which provides employment law advice to the retreat center when required. The first draft has been returned to our staff and we are in the process of reviewing the handbook. It is anticipated the new handbook will issue in January, 2018.

**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***

Over the past three months, the retreat center has hired three new people to fill the positions of Retreat Center Director, Director of Finance and Administration, and Chef Manager. For the position of Retreat Center Director a nation-wide search was conducted by a committee appointed by the Chair of the Board of Directors. The process took eleven months and concluded successfully with the hiring of Michael Cunningham in early November. Mr. Cunningham will begin his service as Retreat Center Director on July 1, 2018. For a more detailed account of the search process see the various reports given by the Chair of the Board over those eleven months.

For the position of Director of Finance and Administration a search was conducted by a committee appointed by the current Retreat Center Director. The committee membership consisted of David Banis, Daniel Banis, Fr. Michael Higgins, Casey Quinn, Elizabeth Velarde and Brenda Young. The committee interviewed six candidates and the search was completed with an offer made to Marta Salgado-Nino. Mrs. Salgado-Nino began her work here at Mater Dolorosa on October 9, 2017.

For the position of Chef Manager a search was conducted by a committee appointed by the current Retreat Center Director. The committee membership consisted of Fr. Michael Higgins, Marta Salgado-Nino, Elizabeth Velarde, and Gus Velarde. The committee interviewed six people for the position and extended an offer to Mr. Alexander Ramirez on November 27, 2017. He accepted our offer on November 28, 2017 and took up his responsibilities on December 2, 2017.

Each search committee conducted their work in accord with the hiring policy of Mater Dolorosa Passionist Retreat Center.

**Accordingly, we report that the Retreat Center is in compliance with this policy.**

**EL.6: Compensation and Benefits**

***With respect to employment, compensation, and employee benefits, the CEO shall not fail to make good faith efforts to provide compensation and benefit programs for staff taking into consideration the following factors:***

***a) the social teachings of the Church on fair wages and benefits;***

***b) approximate salary and benefits as measured by local market benchmarks for comparable positions; and***

***c) the financial condition of the Retreat Center.***

***In addition, the CEO shall not:***

***a) change his or her own compensation and benefits;***

***b) promise or imply permanent or guaranteed employment; and,***

***c) establish or change pension or other benefits which cause unpredictable or inequitable situations, including those that incur unfunded liabilities or treat the CEO differently from other employees.***

Mater Dolorosa continues to make good faith efforts to provide fair and just compensation and benefits to its employees. As a benchmarking process, every other year we participate in the Los Angeles Nonprofit Management Center’s Compensation and Benefit Survey for Southern California. We purchase the completed survey which provides information for the nonprofit sector on all aspects of compensation and benefits. The survey provides information on each position based on type of business, geographic location, size of budget, numbers of employees, number of direct reports, etc. It further breaks down the salaries paid by the median, average, (25/50/75) percentiles etc. We use this as a basis of comparing what we are paying for our positions versus the nonprofit sector in Southern California. Of course we comply with all of the federal and state regulations with regard to pay, working conditions, overtime and all legislated stipulations. The CEO is currently a vowed Passionist so compensation and benefits do not apply.

**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.***

The day to day activities of Mater Dolorosa continue to be guided by the current fiscal year budget and, as such, the retreat center remains in a sound financial position. Further, the annual outside audit is being completed by the accountancy firm of CliftonLarsonAllen, Pasadena, California. This audit fieldwork was performed on November 2-3, 2017, and follow-up work continued in the weeks that followed. The auditors are currently preparing a draft of the financial statements. The auditors will meet with the Finance and Audit Committees on Monday, December 11, 2017.

The Mater Dolorosa Financial Report for the period ending September 30, 2017 is included in this report and reflects the financial condition of the retreat center as of that date.

**Accordingly, we report that the Retreat Center is in compliance with this policy.**

**EL 10: Fund Raising and Development Policy**

The Retreat Center Fundraising Plan is reviewed and edited annually to ensure that fundraising activities adhere to the professional and ethical guidelines of the National Catholic Development Conference (NCDC), the Association of Fundraising Professional (AFP) and the National Association of Charitable Gift Planners. A copy of the 2017-2018 Mater Dolorosa Fundraising Plan is being provided to the Board of Directors.

The first fund raising event of this fiscal year, Harvest on the Hill, was held on Saturday, October 21, 2017. There were about 180 people who participated at the event and the evening was enjoyed by everyone. The gross revenues from the event were $112,675.00, the expenses were 23,199.35 and a net revenue of $89.475.65.

**We report that the Retreat Center is in compliance with this policy.**

**ENDS POLICIES**

***ENDS.1: Umbrella Policy***

***Mater Dolorosa Passionist Retreat Center, founded in the Catholic tradition, exists for people to encounter the peace and love of Christ, as reflected in His Passion, and experience a spiritual transformation in a naturally beautiful and sacred space, at a cost enabling access for all.***

***ENDS.1a: People Seeking Spiritual Transformation***

***The retreat center strives to serve all people seeking spiritual transformation. Those served include (a) participants in a Passionist-preached, Passionist-sponsored or hosted program, (b) other friends of Mater Dolorosa who volunteer or donate their services to the Retreat Center, and (c) visitors.***

***ENDS.1b: Responsive to the Signs of the Times***

***Retreat center programming will be responsive to the signs of the times as evidenced by cycles of continuous growth and renewal. The retreat center’s primary ministry is Passionist-preached retreats. Additional ministries include Passionist-sponsored groups, special programs, ministries serving youth and adults, Hispanic retreat ministry, and hosted groups in keeping with Mater Dolorosa Passionist Retreat Center’s Mission Statement.***

***ENDS.1c: Appropriate Environment***

***The retreat center’s environment shall be imbued with the Passionist charism and hospitality, naturally beautiful, and offered as a peaceful place of reflection and prayer. The chapel shall be maintained in accordance with Roman Catholic requirements for a place of worship.***

***ENDS.1d: Costs of Passionist Programming***

## *Costs of Passionist programming will be offered at a level that sustains the retreat center and yet is available to all retreatants, regardless of ability to pay. At least 55 percent of retreat center resources shall be allocated toward Passionist programming.*

Each component of the Ends Policies is actively incorporated in the life and work of Mater Dolorosa Passionist Retreat Center. The daily work of the center reveals that staff knows and understands why we exist and how that is reflected in our dedication to serve people seeking spiritual transformation. Our calendar is filled with Passionist weekend retreats, Catholic high school Kairos retreats, other Catholic schools’, faculties’ and parish staffs’ retreats and workshops , as well as ecumenical hosted programs. We have recognized the need to expand our Hispanic ministry program and our young adult ministry, and both are supported by staff and expanded by the Passionist priests charged with those responsibilities. Staff maintains this property with loving care and arduous attention to detail so that it remains a peaceful place of reflection and prayer.

**We report that the Retreat Center is in compliance with these policies**