

**Mater Dolorosa Passionist Retreat Center  
Meeting of the Board of Directors  
February 7, 2018**

**Retreat Director's Monitoring Report**

**Introduction**

**I CERTIFY THAT THE FOLLOWING INFORMATION IS TRUE AND CORRECT AS OF FEBRUARY 7, 2018.**

This is our third 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 Executive Limitations policies as well as all the Ends policies:

**ENDS POLICIES**

**EL 7: Finance Planning/Budgeting**

**EL 8: Financial Conditions and Activities**

**EL 9: Asset Protection**

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

CEO Interpretation:

I interpret this to mean that the Charism must be the source of our spirituality and ministry.

CEO Response:

We believe that we are fulfilling this umbrella policy by preaching the weekend Passionist retreats out of the Charism of the Passionist Community. This charism lies at the heart of the spiritual lives of all four of the presenters on the weekend retreat. This charism can be summed up with the phrase attributed to the Passionist Founder, St. Paul of the Cross, "May the passion of Jesus Christ be always in our hearts." The love God has for all his creation has been revealed most vividly in Christ's acceptance of his suffering and death. As a retreatant hears of that great love and probes through meditation and prayer the overwhelming love the passion and death of Christ reveals, the retreatant can become free to allow God to transform his or her life.

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

**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.***

CEO Interpretation:

I interpret this to mean that the Retreat Center will be welcoming to everyone who approaches the place and the ministry.

CEO Response:

The retreat center is open to welcoming all who seek spiritual transformation no matter their creed, nationality, social class or gender identification. There is a wide variety of programs and groups who come regularly to Mater Dolorosa. These groups include Roman Catholic men and women, elementary and high school students from a variety of Catholic and public schools, school faculties, Catholic and non-catholic seminaries, parish staffs from a variety of Christian churches, Protestant retreat groups and many individuals who come for spiritual guidance, peaceful reflection, the sacrament of reconciliation, and occasional counseling.

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

**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.***

CEO Interpretation:

I interpret this to mean that the retreat center ministry will be responsive to the authentic human and spiritual needs of the people in our society.

CEO Response:

We resumed our Retreat Season on the first weekend in January. We have now had four men's retreats and one women's retreat. I am happy to report that our numbers are up a bit this year. On the four men's retreats we have had 357 retreatants (339 last year) for an average of 89.25 retreatants per retreat. As I write this report, the women's retreat is still ahead of us, though we will have that number by the Board meeting.

In addition to these five weekend retreats we have hosted the community retreat for the Claretians of the USA, the annual retreat for the bishops of Region VIII (Minnesota and North and South Dakota), two programs sponsored by Fuller Seminary, Xairos retreats for

St. Lucy, Notre Dame and Sacred Heart high schools, a two-day meeting of the Visioning Commission of Holy Cross Province, a meeting of the Retreat Captains for the April, May and June retreats, two retreats for Bishop Alemany high school, the parish staff of St. John Fisher Parish, a meeting of the young adult leaders in the San Gabriel Region, a reflection day for the Lake Avenue Congregational Church, a meeting of the National Immigration Law Center, and a Breve Retiro.

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

**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.***

CEO Interpretation:

I interpret this to mean that the retreat center will be maintained well with a focus on Roman Catholic traditions.

CEO Response:

The retreat center works to maintain its sacred environment by keeping the grounds clean and trimmed, placing religious art throughout the facility, encouraging an atmosphere of quiet and reflection, and welcoming all guests with warm hospitality. The retreat center chapel used solely for Roman Catholic worship although everyone is welcome to pray and meditate personally there.

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

**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.***

CEO Interpretation:

I interpret this to mean that the management will prudently keep the costs and programming at a reasonable level with an emphasis on retreat ministry.

CEO Response:

Each year the Finance Committee does an analysis of the per-person costs for the retreat center and recommends changes to the suggested offering for the weekend retreat and/or the fees for our mid-week programs. Their good work helps the management set costs at a reasonable rate for all who come to the retreat center. Given that thirty weekends of the year are taken by the Passionist retreats and another seven weekends are Passionist sponsored AA programs, and there are thirty Xairos retreats during the mid-weeks along

with other retreat programs for high schools and elementary schools, all of which are in line with the Passionist charism, well over 55 percent of retreat center resources are allocated for programs expressing the Passionist charism.

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

**EL.7: Financial Planning/Budgeting**

***Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's ENDS policies, risk fiscal jeopardy, or fail to be derived from a multi-year plan.***

***Accordingly, the CEO shall not allow budgeting which:***

- a) fails to include a credible projection of revenues and expenses; separation of capital, restricted, and operational items; cash flow; and disclosure of planning assumptions;***
- b) plans the expenditure in any fiscal year of more funds than are reasonably projected to be received in or set aside for that period;***
- c) provides less for board prerogatives during the fiscal year than is set forth in the Cost of Governance policy;***
- d) fails to provide for a contingency fund of at least 5% of budgeted revenues.***

CEO Interpretation:

I interpret this policy as directing budget preparation to reflect the detailed requirements (a-e) included in the policy.

CEO Response:

The Budget for Fiscal Year 2018 was created and approved prior to the implementation of Policy Governance and therefore should not be held to the standards stated in the policy. Fiscal Year 2019 will be the first year for which this policy applies. Having said that, a review of our FY18 budget reveals that we are substantially in compliance with the budget standards (a-e) set forth in the policy and with the introductory statement regarding Ends Policies, risk and multi-year planning.

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

**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 expended more funds than have been received in the fiscal year to date.
  - At the end of Quarter 1, we had \$566,000 in revenues and \$600,000 in expenses, which is a difference of -\$34,000. The retreat season is cyclical, with the first quarter being one in which revenue is low. As I write this report, the second quarter financial reports have not been finalized. They will be finalized by this coming Friday and will certainly reflect that we are in compliance.
- 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.

#### **EL 9: Asset Protection**

***The CEO shall not allow corporate assets to be unprotected, inadequately maintained or exposed to unnecessary risk.***

***Accordingly, the CEO shall not:***

- a) fail to insure against theft and property losses up to 100% replacement value (if commercially reasonably available) and against liability losses of the board members, staff, and the organization from normal Retreat Center activities, up to the maximum available offered by the Christian Brothers Risk Pooling Trust or other Board approved insurance company;***
- b) fail to maintain the Retreat Center's physical facilities, grounds, and equipment in a safe, functional aesthetically pleasing condition;***

- c) fail to maintain a Reserve Study detailing the service life and replacement cost of all facilities and equipment;***
- d) unnecessarily expose the organization, the board or staff to claims of liability;***
- e) fail to protect intellectual property, records, files or computer based information systems from loss or significant damage;***
- f) hold local operating cash funds in insecure instruments, including uninsured checking, savings or certificate accounts at any time, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions;***
- g) fail to handle investments in accordance with Holy Cross Province's Retreat Center Investing Policy;***
- h) fail to make reasonable efforts to assure that the terms of the lease of property from The Congregation of the Passion Mater Dolorosa Community be secured and in the long-term interest of the Retreat Center.***

CEO Interpretation:

I interpret this policy to direct and specify the standards (a-h) to be directed in the protection, maintenance and risk management of the retreat center.

CEO Response:

Mater Dolorosa continues to be fully insured. Gallagher Basset will be conducting a building appraisal at the retreat center on February 22, 2018. An onsite reserve study will be conducted on March 13-14, 2018.

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

### **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 fiscal year and long term 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:

I interpret this to mean that the Board wants an up-to-date report on our development efforts..

## CEO Response:

### 2017 Year End Appeal

The gross revenue was \$32,014.00 less expenses of \$6,089.46 for net revenue of \$25,924.54. This is an increase of \$3,140 in gross revenue and \$4,250 in net revenue over our 2016 Year End Appeal. Expenses were less in 2017 because we used a different printer/ mailing service. This was the third year for our Year End Appeal which replaced our annual Christmas raffle. We will be evaluating this appeal versus the Christmas raffle to determine which appeal to move forward on in our 2018 Year End Appeal.

### 2018 Lenten Prayer Appeal

A mailing for our third Lenten Prayer Appeal will be delivered to the post office on 2/7/18. The gross revenue in 2017 was \$17,107.00 less expenses of \$4,581.00 for net revenue of \$12,526.00. This appeal is a request to return prayer requests to Mater Dolorosa and to participate in praying for each other. It is not a hard ask for donations.

### 2018 Golf Classic

Planning meetings have taken place with our new golf chair, Greg Cornell, for the 2018 golf tournament on Monday, May 21, 2018. Save the date cards were mailed in January. Golfer and procurement letters will be mailed in February. A committee is being formed to make telephone calls to prior golfers, event sponsors, underwriters and general donors. Board member participation in making phone calls and getting new golfers for the tournament would be greatly appreciated.

### Stewardship Events

Sunday, March 4, 2018 - Annual Mass and luncheon for special friends and benefactors of Mater Dolorosa

Sunday, August 5, 2018 – Annual all donor Mass and luncheon in the outdoor amphitheater.