**Monitoring Overview**

**April 12, 2021**

**Ends: 5, EL: 3, 8, 11**

**Executive Limitations** policies and **Ends** policies monitoring require information from the CEO.

**Board Executive Linkage** is reported on by the Board Chair and reports annually or more often as needed.

**Governance Policies** are monitored by the Board Affairs committee and reported to the full board throughout the year.

Steps for the CEO in writing a monitoring report:

 Step 1: Restate the policy

 Step 2: State the reasonable interpretation of the policy, (may include defining

 words in the policy). State why this interpretation is reasonable.

 Step 3: State what compliance looks like (observable condition).

 Step 4: Provide evidence of achievement and compliance. Format: observable

 condition with data.

 Step 5: Report of compliance or steps moving toward compliance.

The report is submitted to the Board in advance of their meeting, and members review the report ahead of the meeting. If more data is needed or if there are any other questions, the CEO will address it at the next meeting. If policy needs to be revised, that can be passed by the Board at any Board meeting.

ENDS 5

5. Responding to the passion of the Earth, St. Paul of the Cross Passionist Retreat and Conference Center embraces principles of integral ecology.

Reasonable interpretation: All things are connected and it is our responsibility to do our part in safeguarding our “common home.”

These interrelationships enable Pope Francis to say that “we are not faced with two separate crises, one environmental and the other social, but rather one complex crisis which is both social and environmental.” As a result, “Strategies for a solution demand an integrated approach to combating poverty, restoring dignity to the excluded, and at the same time protecting nature.” In such an “economic ecology,” the protection of the environment is then seen as “an integral part of the development process and cannot be considered in isolation from it.” Fr. Reese National Catholic Reporter

Compliance to this policy is to keep in mind this perspective when considering purchases/spending for the retreat center as well as day to day habits. As it is feasible and practical within the means of the retreat center, we will look for ways to conserve natural resources and be good stewards of our earth.

Our Lenten non-event in 2020 raised money to convert our fixtures to accommodate LED lighting. This is over 240 fixtures (160 in the chapel). We completed the project this fiscal year once the retreat center re-opened.

In August of 2020 we began the upgrade and conversion of our HVAC controls from pneumatic to digital. This project completed the first week of January and gives us much more control over the heating and cooling of our major areas in the center. We can program occupancy and in the first month we saved 12% in natural gas over the same period the prior year.

We continue working with the National Wildlife Federation in their sacred grounds program which provides concrete tools for increasing native plant habitats and gardens to combat the pollinator decline and nutrient runoff. We were awarded a $1500 grant to plant indigenous species on our property and we have a plan for planting additional trees as well.

We are gradually replacing valves in the toilets which will also help with water conservation.

Our quiet, sacred space allows our guests to experience the retreat center as a sanctuary.

Pope Francis also talks about the ecology of daily life “in our rooms, our homes, our workplaces and our neighborhoods.” We attempt to shape our environment to express our identity, but “when it is disorderly, chaotic or saturated with noise and ugliness, such overstimulation makes it difficult to find ourselves integrated and happy.” (Laudato Si)

St. Paul’s provides a place to find renewal and to get away from the overstimulation of electronics, constant communication and to experience a less chaotic existence. Our retreatants this year loved the theme and the reminder to quiet down to hear the voice of God.

We are in compliance with this policy.

**EL 3 - PUBLIC RELATIONS**

The Director of Mission and Ministry shall not cause, allow, or support conditions, activities, or decisions which endanger or adversely affect the Retreat Center’s public image or credibility; particularly in ways that would hinder the accomplishment of its mission and the achievement of its ENDS policies.

Accordingly, the Executive shall not fail to:

1. Develop an effective public relations and communications program that enhances mutual understanding and respect among the staff, board, and friends of the Retreat Center;
2. Strengthen the bond between the Retreat Center and the public, including the Archdiocese, local parishes, retreatants, friends, benefactors, residents living within the Retreat Center’s neighborhood, other Passionist Retreat Centers, as well as the Passionists of Holy Cross Province.

Reasonable Interpretation of this policy:

We will not allow or cause any activity which would cause harm to our image or credibility. To have a communication program in place so staff, board and friends are up to date and informed with the programs and happenings at the Retreat Center. Also in the event of any crisis, to be sure staff and board know that Fr. Pat speaks on behalf of the Center. In addition, we need to collaborate effectively with our neighbors, the Archdiocese, other retreat centers and our wider Passionist Family. Compliance will look like our consistent communications are occurring and they are effective. It will also look like scheduled and intentional communication is taking place.

 Compliance is evidenced by maintaining our values and upholding our mission so our credibility is not called into question. Our regular electronic newsletter, as well as our printed materials, are in line with the Province guidelines and help carry on our relationships with retreatants, friends, benefactors and the board.

We are presently working with the Province in the vision fulfillment process by participating in three of the six teams as well as having Faith on the vision fulfillment team. This collaborative initiative began four years ago. This is also evidence to how we are working with members of the other retreat centers. Since the lockdown of 2020 the retreat center directors have met weekly to share best operational practices as well as vision and strategic initiatives.

When we had a case of covid reported after one of our retreats we promptly met and contacted the other retreatants from the weekend. Our exposure was limited and no one else from the weekend tested positive. Our protocols and quick communication were appreciated by the other potentially exposed people.

We welcome local churches to use our facility at a discounted rate. Fr. Pat’s involvement with the Priest’s retreat and collaboration with the Archdiocese has helped to bring more diocesan programs to the center.

We are in compliance with this policy.

EL 8 - FINANCIAL CONDITIONS AND ACTIVITIES

With respect to the actual, ongoing financial condition and activities, the Director of Mission and Ministry shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the budget.  Accordingly, he/she shall not:

1. Acquire, encumber, or dispose of real property;

2. Use any restricted funds for any other purpose than that designated by the donor(s);

3. Fail to provide for the Board of Directors an annual external Audited Financial Statement or Review.

4. Fail to provide programming in line with our Mission

Reasonable interpretation of this policy: We are not to sell or acquire land or buildings, use any restricted funds differently than requested. We are to have an audit or review and be sure all programming fits within our Mission. We also shall not cause material deviation from our budget and if it should occur we follow the guidelines in the Policy Handbook. Compliance to this policy is evidenced by our financial statements presented to the Audit and Finance committee and to the Province regularly. Compliance is also achieved through an audit or review.

To this end:

* We are a bit ahead of our budget this year due to the PPP loan and a couple of extraordinary donations.
* Our cash position remains strong projected through June.
* We have not had to take any additional money from our reserve or the Endowment as originally projected at this time.
* We have contained costs and watch our spending carefully
* We applied for and obtained a second PPP loan (with Board approval) that was funded in February, we anticipate qualifying for forgiveness this summer.
* We have not acquired or disposed of any real property.
* All restricted funds are utilized in accord with the donor’s specifications. The Finance and Audit committee review and inspect detailed financial records regularly.
* Hosted groups and Passionist programming are in line with our Mission.
* We are moving forward with a golf outing and changed the venue to accommodate outdoor seating for a meal.
* Our Lenten ask had a goal of 40k which we have surpassed as of March 22.
* We have prepared a budget for fiscal 2021-2022 for operations, capital expenditures as well as the endowment and they are attached for review. They were sent to the Province after our audit committee review and discussion.

We are in compliance with this policy

EL 11 - COMMUNICATION AND SUPPORT TO THE BOARD

The Director of Mission and Ministry shall not permit the board to be uninformed or unsupported in its work.  Accordingly, the Director of Mission and Ministry shall not:

1. Neglect to submit monitoring data required by the board (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion;
2. Let the board be uninformed of relevant trends, anticipated adverse media coverage, or material external and internal changes, particularly changes in the assumptions upon which board policy has previously been established;
3. Fail to advise the board if the board is not in compliance with its own policies on Governance Process and Board-Executive Linkage, particularly as it relates to board behavior which is detrimental to the work relationship between the board and the Executive;
4. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.

Reasonable interpretation of this policy: We will not let the board be uniformed of material changes, trends or changes in assumptions. We will report according to the pre-set monitoring schedule and add areas as needed to keep the board informed of any noncompliance. Compliance to this policy will be through the monitoring reports, to acknowledge and inform the board of any material changes in assumptions and also if the BEL policies are out of compliance.

To this end:

* We are preparing monitoring reports following the provided schedule and following up with any changes if needed. We will provide data as evidence of compliance or some form of communication of achievement where metrics may not be relevant.
* We have communicated to the board consistently throughout the year.
* At this time there are no issues with the Board over-stepping or hindering our performance. The committees are working independently of management where needed.
* The policies are reviewed periodically to see how we are going to provide evidence of accomplishment. This review helps to proactively look for any anticipated noncompliance.
* We submitted an updated cash forecast to the Province in late fall and continue to keep them informed as to the progress here in Detroit. The CA retreat centers just went to in person events this month so the impact to each center has been very different.

 We are presently in compliance with this policy.

Other items not specifically requested in these policies:

* We are keeping our protocols in place until the MDHHS states we are at liberty to make changes. Although it is stated to continue to work from home if possible, we have all reported to the office consistently since July of 2020 with strict protocols in place.
* We have been fortunate to not have any staff member test positive for covid and we are mostly vaccinated at this time.