

Monitoring Overview:

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.

October 21, 2019 Ends and Executive Limitations Monitoring

ENDS 1 and 2:

1. *Our primary ministry is Passionist preached retreats and programming, in order that the Passionist mission at St. Paul of the Cross Retreat Center will be fulfilled.*

Reasonable interpretation: Our focus and use of resources will properly support our Passionist retreat ministry. Compliance to this policy will be evidenced through continuing to offer our weekends, expanding weekends as attendance grows, and keeping our retreat themes in line with our charism and mission. This interpretation is reasonable since it maintains our focus on the charism and mission of the retreat center and will help us to educate attendees as to the Passionist charism as it is lived out in their daily lives.

Evidence of carrying on our mission is supported through surveys, and new programming. Of the survey respondents so far this season, over 30% found this retreat gave them concrete ways and inspiration to improve their relationship with Jesus. 10% commented on enjoying the new format this year. We had a new program offered for women during the week where 90% of the attendees had never been to the center before. The evaluations indicated the day met or mainly exceeded expectations and they would like to see this program offered again. This was also a great opportunity to give them information about retreats and other programs.

Our data is showing retreat attendance down 8% from last year after the first three retreats. We are looking at ways to increase those three in particular and it should be noted the attendance in Catholic churches continues to decline in the AOD (88 parishes have merged since 2012). We are advertising in other dioceses as well as bringing in prayer groups and groups not necessarily all from one parish.

We are presently in compliance with this policy.

2. *St. Paul of the Cross Passionist Retreat and Conference Center is accessible and welcoming to all regardless of race, creed, sex, and financial limitations.*

Reasonable Interpretation: We extend our hospitality to everyone interested in deepening their relationship with Jesus. We also open our doors to other faith traditions as long as they are within our mission.

Compliance to this policy may be observed in some ways physically. Financial compliance would be confidential and only the internal team would be aware of the exact subsidy.

Compliance is evidenced on our weekend retreats, we have a variety of people attending and we typically have 20-24% of retreatants who pay less than the suggested donation. We do not refuse people based on ability to support us financially. Our hosted groups are often diverse. We have hosted 5 larger new groups who have enjoyed the environment and hope to return. Our doors are open to all people of God and our hospitality extends to all without profiling or discrimination. We have only turned down groups when they are not in compliance with our mission. We have welcomed groups from a variety of backgrounds and races each year and continue to do so. We host youth retreats, recovery groups and local organizations who are both diverse and often subsidized.

We are presently in compliance with this policy.

Executive Limitations: 4, 5, 6, 8, 11

EL 4 - PERSONNEL POLICIES

The Director of Mission and Ministry 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 Director of Mission and Ministry will not cause or allow conditions which are unfair, undignified, disorganized, or unclear.

In addition, the Executive shall not fail to:

- a) Develop and implement a specific written policy and procedure that (1) provides a process 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; as well as ensure attendance at the "Protecting God's Children" workshop.

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

Reasonable Interpretation: Keep the employee handbook up to date, ensure it contains critical policy statements and be sure the employees are aware of any updates or changes. Abide by a-d above.

Compliance would include having a receipt of acceptance from each employee that they have a copy of the handbook. Also having the certificate of completion for the Protecting God's Children workshop in their files and holding at least annual training on harassment and other topics relevant to keeping our team informed and aware of what constitutes unwanted behavior. Ensuring we have a positive and supportive work environment.

We have an anti-harassment policy in our handbook which includes the expectation for reporting any incident. Our handbook was updated and we held a meeting in April 2018 to review all the changes. The new manual went into effect in July of 2018. The changes were reviewed by our outside counsel prior to the training/review with the employees. We also had a review in June to clarify any areas of concern. We have the certificate from all employees of completing the Protecting God's Children, they must complete the program within 90 days of employment. All employees attended and completed a sexual harassment and bullying webinar in May of 2019 through the Christian Brother's. This will be occurring annually or as new team members are hired. We are presently in compliance with this policy.

EL 5 - HIRING AND TERMINATION OF STAFF

With respect to the hiring and termination of staff, the Director of Mission and Ministry 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 Executive shall not fail to:

- a) Ensure that all employment is "at-will";
- b) Invite all personnel to support the formation of a Christian faith community at the Retreat Center; and
- c) Respect the fact that all employees have varying degrees of responsibility to represent and carry out the Catholic and Passionist mission of the Retreat Center.

Reasonable Interpretation: Have a policy clearly stating we are an "at-will" employer, managers are versed in hiring and disciplinary steps. Invite employees to participate in all team meetings and appropriate prayer services. Everyone is asked to embody our guiding values regardless of position in the retreat center through our daily interactions and awareness. We encourage each other to live and work in a Christian environment.

Compliance would entail no discriminatory practices or actions and stopping any behavior going against a positive and supportive work environment.

To this end, we have periodic team meetings where we pray and learn more about our charism. We were invited and began joining the community for Mass on Tuesdays this summer in response to the visioning process. Somedays we have several team members and all are invited regardless of work load. All team members are invited to attend Mass on feast days and special occasions whether or not they are Catholic. Our at-will policy is clearly stated in our employee manual.

We are presently in compliance with this policy.

EL 6- COMPENSATION AND BENEFITS

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

1. The social teachings of the Church on fair wages and benefits as outlined in the Theology of Just Compensation from the Archdiocese of Detroit;
2. Approximate salary and benefits as measured by local market benchmarks for comparable positions in religious non-profits; and the financial condition of the retreat center.

In addition, the Director of Mission and Ministry shall not:

1. Change his or her own compensation and benefits;
2. Establish or change pension or other benefits which cause unpredictable or inequitable situations, including those that incur unfunded liabilities or treat the Director of Mission and Ministry differently from other employees.

Reasonable Interpretation: Review periodically the wages paid to all employees and make any necessary market corrections based on multiple sources of data. Leadership does not change their own salary or make changes to the benefit programs negatively impacting the retreat center. Compliance to this policy would mandate two people reviewing and auditing payroll data and identify inequities within job class/categories and remedy those based on data and retreat center performance. To this end, we reviewed and adjusted wages May of 2019.

We are presently 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 committee and to the Province regularly. Compliance is also achieved through an audit or review.

To this end:

- Through last fiscal year and the first two months of this fiscal year there is no negative material deviation of actual expenditures from the budget.
- We have not acquired or disposed of any real property.
- Gordon Advisors is in the process of completing our audit and will be issuing their report in the next few weeks.
- All restricted funds including the Campaign and Endowment have been utilized in accord with the donor's specifications. We have not taken any money from the endowment fund since Sept. of 2018 and as of July, 2019 the fund recovered the investment losses from Dec. 2018. Although unaudited, the income statement for the year ending in June, 2019 shows us ahead of budget and with a net surplus after depreciation of over 250,000. The finance and audit committee review and inspect detailed financial records each month, and the Provincial controller reviews our financial statements quarterly.
- Hosted groups and Passionist programming are in line with our Mission. We are presently 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 uninformed 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.
- There are currently no material changes in trends and no issues causing adverse media coverage.
- 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.
- We do not have any anticipated noncompliance with the current executive limitation or ends policies. 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 are presently in compliance with this policy.