

**Monitoring Overview**  
**April 20, 2020**  
**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

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.”

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 raised money specifically to complete the conversion of all the fixtures to accommodate LED lighting. This is over 240 fixtures (160 in the chapel) We continue to recycle and encourage others to do so. We are 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. Last year we presented a chart of our savings in gas and electric with our updates. This year continues to save and our water consumption is down by putting the automatic sprinklers on an “as needed” schedule.

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

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)

We at St. Paul’s provide a place to find renewal and to get away from the overstimulation of electronics and back to a less chaotic existence.

Since the shelter in place order we are saving on utilities and providing our retreatants with ways to pray with us through virtual retreats. Our first one on Zoom had 37 registered and more in attendance. The feedback was positive and the second one is planned for April 25<sup>th</sup>. These help to keep our Mission going and allow people to find God’s peace in their own surroundings. We also had a Triduum presentation on youtube each day with great feedback from many of the viewers. We also collected

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:

- a) Develop an effective public relations and communications program that enhances mutual understanding and respect among the staff, board, and friends of the Retreat Center;
- b) 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 three years ago. This is also evidence to how we are working with members of the other retreat centers. The PRCB is specifically for partnering with and sharing best practices with the other retreat centers and Province leadership.

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. For this next year 2021 we have 6 new AOD groups booked for mid-week programs. This year we also hosted the new ministry of Acts XXIX – "a new non-profit apostolate that exists for the purpose of priestly and Church renewal."

Since first writing this we have entered into the current crisis with Covid 19 – we closed the center to protect our retreatants after the Archdiocese closed schools and churches. We were concerned with the health and wellbeing of our team here as well as those who use our space. We communicated with Toby so the board would be aware of our actions. We talked to and emailed the retreatants who we can to cancel their weekend as well as hosted groups. Originally through April and now through May.

We began meeting weekly with the other retreat centers as to how they were doing and what was changing. We've gained insights and shared ideas for ministry, outreach, advancement as well as general operations and risks. We worked with the Province in applying for a payroll protection loan and also kept the board informed as to our actions.

We have continued to communicate with our employees each week and we are providing alternate ways for our retreatants to join us in our ministry.

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:

- Through March there was no negative material deviation of actual expenditures from the budget. This has changed significantly since cancelling 7 retreats and \$260,000 of hosted groups for the 4<sup>th</sup> quarter. It was mandated by the stay at home executive order
- We have not acquired or disposed of any real property.
- Gordon Advisors completed our audit and have issued an unmodified opinion.
- 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 followed the bylaws and got a resolution for borrowing through the Cares Act.  
Meeting held with Toby, Greg, Fr. Pat, Faith and Sandra 4/3/20:
  - We met with Toby and Greg to gain their wisdom and support about ongoing operations.
  - During the meeting we shared our cash forecast through September assuming minimal reopening. This was also shared with the Provincial office and council. The forecast at the time assumed we would not get the loan/grant. Since then we found we are approved but funding has not yet happened. That would provide 2 months of salaries for our employees.
  - We had communicated to all employees the commitment to pay all through April 15 and then through April 30<sup>th</sup>.
  - We have cancelled the golf outing – it is a large up-front cash outlay and we are not sure if/when people will feel comfortable meeting in groups and taking additional time off work to golf.
- We will have a mid-summer fund raising activity

- Our non-event achieved our targeted goal of 31k. Some donations have come in stating funds may be used for what we need most at this time.
- If we cannot resume activities until September and then only in a limited fashion, the loss to the retreat center is currently over 530k.
- Our reserves will most likely be tapped in July after a salary reduction
- We met 4/14 with the Provincial council, retreat centers and board chairs and our budgets are delayed until June 1<sup>st</sup>.
- Re-opening for us will be discussed later in the meeting and will most likely incur additional housekeeping resources as well as additional laundry/blanket services at a minimum

While we are doing our best to be in compliance, the extreme nature of the crisis has thrown us out of budget. Luckily we had over 200k in the bank at the time this hit so we have not yet had to pull down our reserves.

## 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 material changes with the Covid19 virus and the closing of the Center. We were well positioned in February with \$222,000 in our checking account

which has enabled us to continue to pay employees through April as well as all our other operating expenses. We were ahead of last year in attendance and cancelled 7 full retreats.

- 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. With the virus and our center closing, Fr. Pat and I met together daily and included Faith in the event any of us were incapacitated from the Virus.
- We have been requested to submit a cash forecast without any significant revenue through September to the Province and we reviewed this with Toby and Greg prior to submitting.
- We have asked for an emergency resolution to allow us to apply for the Payroll Protection Plan and in that ask summarized our situation.

We are presently in compliance with this policy.

Other items not specifically requested in these policies:

- A risk we identified is the loss of our catering company. They have had to layoff their employees and we are staying in touch with them throughout the weeks.
- We have limited employees in the building to those occasionally and only for essential work to keep the center functional.
- Some employees have the capability to work from home, housekeeping and other positions are excluded from being able to work.
- Michigan Catholic Conference has online counselling available to subscribers
- What does it look like to reopen is a daily changing idea. Some centers will be asking to take guest and employee temperatures (since people can be asymptomatic this may or may not be enacted)
- We will need to continue to work with our vendors for supplies and sanitation products.
- We may need to limit mid-week programming to properly sterilize surfaces which may also add to our housekeeping headcount.