

Monitoring Overview:

February 15, 2022 - Ends – 4 & Executive Limitations – 7, 8, 10, 11, 12

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: 4

1. Compassion and acceptance are shown to all who enter our doors, thereby enabling them to share healing and peace with others.

Reasonable interpretation: Upholding our guiding values of “Hospitality, a Prayerful Environment, Compassion, Christ Centered Spirituality and Service to All” consistently. We do not discriminate when welcoming our guests whether for a hosted event or one of our Passionist weekend retreats or programs. We strive to treat everyone with dignity and respect. This interpretation encourages all who work here to look for Christ in others.

Evidence of compliance – We continue to follow the COVID protocols which demonstrates how we value and care for all who come to us. The COVID protocols are for everyone’s benefit and implemented out of respect for each other. This year although fewer surveys, nearly all of the retreatants positively comment on the message of hope that resonated throughout the retreat. Many mention the importance of faith and how the retreat supported them and many commented on the peace that they felt due to the message received while on retreat. There are also comments by many regarding the calm sense and warm presentations by all of the ministry staff. This is directly in compliance with our ENDS statement.

We are in compliance with this end.

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.

Evidence of compliance:

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 and marketing leads have met weekly to share best operational practices as well as vision and strategic initiatives.

We have not received a reported case of COVID among our retreatants from any weekend or weekday program even with new variants becoming prevalent and easily passed. Retreatants generally follow our protocols. We explain their responsibility to help us keep everyone safe.

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 kept the board aware of the hiring process for the new Business Administrator.

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

To this end:

- YTD revenues (minus the Gorno donation) are above budget while expenditures are below budget putting the Center in a favorable position compared to budget.
- We have not acquired or disposed of any real property.
- Gordon Advisors completed our audit and have presented a letter saying our statements are free from material misstatement.
- All restricted funds including the Campaign and Endowment have been utilized in accord with the donor's specifications. The finance and audit committee review and inspect detailed financial records each month.
- We have received additional restricted funding from the Gorno Endowment. The trust stipulates that the principle remain intact and the earnings from the endowment may be used according to the board's discretion. We have invested the funds in the Province Investment Account (PIA) similar to the Thoman endowment.
- Our endowment fund earned 4.37% for the last quarter and we have not taken any distributions since September of 2018. It is our intent to let it grow so it will be a steady source of income during a time of greater need. As of December 31, 2021, balances are \$1,319,492 in reserve in the Thoman endowment and \$255,809.15 in the Gorno endowment.
- Hosted groups and Passionist programming are in line with our Mission.

- Successful Christmas campaign and given us the funds for our roofing replacement over the assembly room, library and dining rooms. We have not needed to pull from other accounts to do this work.
- Our current cash balance is over \$300,000.

We are presently in compliance with this policy.

EL 10 - FUND RAISING AND DEVELOPMENT

With respect to the acquisition and allocation of funds received through fund raising activities or the Mission Advancement program, the Director of Mission and Ministry shall not cause or allow conditions, actions, procedures, or decisions that are imprudent, illegal, and violate professional standards, ethical values, or relevant stewardship responsibilities. In addition, the Director of Mission and Ministry shall not fail to:

1. Develop a fund raising and development program for the Retreat Center's needs
 2. Ensure all gifts comply with the Provincial and Retreat Center Gift Acceptance Policy
 3. Maintain compliance with National Catholic Development Conference guidelines
- Reasonable interpretation of this policy: To have a plan for fundraising, be sure all gifts are in accord with the Provincial policy and to be aware of the NCDC guidelines so we can achieve compliance.

To this end:

- Our Christmas Appeal was very successful, greater than we budgeted.
- In 2022 we continue our commitment to be good stewards of the gifts we have been given, reduce our carbon footprint on our environment and to improve our home for the comfort of our retreatants and guests.
- This year's Lenten Ask (Non-Event Fundraiser) will begin Ash Wednesday, March 3, and be in donors homes the first week in Lent. Monies raised will be used to install water saving toilets and shower heads in our guest rooms. The present fixtures were installed in 1960. Our goal is to raise \$75,000 during Lent. The estimated cost for each room is \$840 which includes the water saving toilet, labor, installation and water saving shower heads.
- This year's golf outing is July 14th at Fox Hills, Plymouth.
- Directors Circle renewal outreach is in June.
- All our gifts are received through our director of mission advancement and we comply with the gift acceptance policies. We follow the code of stewardship and ethics as outlined by the NCDC.

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 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 supplied a detailed update in mid-fall (1/22/22) along with an updated cash forecast
- There are currently no issues causing adverse media coverage for our Center. We are still in the midst of the COVID pandemic and while additional fears as new variants emerge, overall we see retreatants and others using our facilities finding comfort in the precautions and cleaning that the staff regularly does.
- 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.

EL 12 - EMERGENCY CEO SUCCESSION

To protect the board and ownership from sudden loss of CEO services in a short-term situation up to (180 days), the CEO shall not:

1. Fail to have an emergency CEO succession plan which identifies one person who is familiar with board and CEO policies and procedures to enable them to take over with reasonable proficiency as an interim successor.

Reasonable Interpretation of this Policy: We are cross-trained for a small team to be able to

continue operations with the absence of leadership for a limited time. Compliance would look like when Fr. Pat is out of the office on his vacation and things run as they normally would.

Evidence of compliance:

- During the retreat season Faith would step in as retreat director and the team would continue to provide weekend retreat experiences. She would be prepared to coordinate any functions needing a vowed member of the community and is well trained to take on other leadership tasks.

We are in compliance with this policy.