



Monitoring Report September 18, 2021

Global Ends & EL's - 1, 2, 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.

Global Ends Policy:

St. Paul of the Cross Passionist Retreat and Conference Center exists so that people will encounter the love and mercy of Jesus, as demonstrated in His Passion, and experience a spiritual renewal in a naturally beautiful, safe, and sacred space.

Reasonable interpretation of this policy: Adhere to and be directed by our Passionist charism, Mission and guiding values:

- The Ministry Team met to be inspired for our new retreat theme for 2021-2022 - "Bouncing Back – living in hope". They also held meetings with retreat captains via zoom to keep them informed of the changing protocols and to get their feedback.
- The Ministry Team has scheduled all of our 2021-2022 Passionist programs and we have started marketing those.
- We hosted additional 12 step programs throughout the year since many places were still not allowing gatherings.
- We have hosted many AOD events including the annual expo in August with over 75 Catholic vendors and over 400 attendees.
- We had our most successful golf outing at the end of July. It was successful financially (over 67k in revenue) due to increased attendance by 40% and the feedback was excellent with the change of course and getting to eat outdoors. It was planned at a time when MI was still shut down and we were not sure where the summer would take us.
- We had an increase of private retreatants all year who needed to be close to Jesus and away from the fray.
- We have maintained the center and are seeking quotes to complete the roofing over the library and dining rooms as well as upgrading our technology in Gemma Hall.



- In all of the above we continued to ensure that all who joined us in any way were welcomed into a place with love, kindness, and respect.

We are in compliance with this policy.

Executive Limitations: 1, 2, 8, 11

EL1 - GLOBAL EXECUTIVE CONSTRAINT

The Director of Mission and Ministry shall not cause or allow any policy, practice, activity, event, decision, or organizational circumstance which violates the spirit, traditions and mission of the Congregation of the Passion of Holy Cross Province. The Director of Mission and Ministry will not allow any activity which is in conflict with the Magisterium of the church or Canon Law of the Roman Catholic Church. Including without limitation, as directed by the local Ordinary and the Archdiocese of Detroit or is either unlawful, negligent or in violation of commonly accepted Catholic, business or professional ethics.

Reasonable Interpretation: Remain vigilant and aware of internal policies and procedures which would compromise our mission or break any laws, rules or other policies. Being aware and having a working knowledge of Canon Law and the Magisterium of the Church would be a portion of compliance. Compliance to this includes being aware of groups we are hosting, making sure guests are acting appropriately and keeping up to date on professional ethics and attending training when necessary or providing training regarding various human resource topics.

To this end there is no known infraction or negligent behavior exhibited by us. When considering reopening the center after the lockdown, we researched and shared best practices with the other three retreat centers to create our protocol documents and liability waiver. We are staying on top of the changes in Michigan compliance as well as the CDC guidelines. We attend webinars provided by Christian Brothers periodically on safety, cyber security, sexual harassment or other relevant topics. The Director of Mission and Ministry is well versed in the teachings and traditions of the Church, including Catholic ethics, and is committed and obedient to the rules and regulations of the Congregation of the Passion. We are currently in compliance with this policy.

EL 2 - RELATIONSHIPS WITH THE LOCAL ARCHDIOCESE & HOLY CROSS PROVINCE

The Director of Mission and Ministry shall not cause or allow any policy, practice, condition, event, retreat, activity, decision, or organizational circumstance that jeopardizes or adversely affects the identity and character of St. Paul of the Cross as a Passionist Retreat Center, or its relationship to the Congregation of the Passion of Holy Cross Province, other Passionist Retreat Centers, or the Archdiocese of Detroit.

Accordingly, the Director of Mission and Ministry shall not fail to:

- a) Execute the Mission of the Retreat Center consistent with (i) the teachings of the Roman Catholic Church and (ii) the teachings of St. Paul of the Cross and (iii) dedicated to preaching the Passion of Jesus Christ;
- b) Abide by the rules and direction of the Congregation of the Passion of Holy Cross Province, the Articles of Incorporation, the Bylaws, and all applicable laws;
- c) Maintain a positive relationship with the Archdiocese of Detroit, local parishes, local communities and all constituent groups which utilize the Retreat Center;



- d) Act in compliance with the local Archdiocese of Detroit that upholds the Dallas Charter, as well as the current policy statements of Holy Cross Passionist Province.
- e) Maintain the Chapel in accordance with the Catholic Tradition through the lens of the Passionist Charism.
- f) Immediately inform the Chairman of the Board of Directors of the Retreat Center if the Director of Mission and Ministry becomes aware that an employee, volunteer, or any other person connected with or involved in the operation of the Retreat Center has engaged in conduct that has caused or may cause legal, financial, social, or religious scandal to the Retreat Center.

Reasonable Interpretation: These are fairly specific and following these (a-f) as guidelines does not leave a lot of room for interpretation outside of what is already stated. Compliance would require a good working knowledge of the teachings of the Church, as well as the Charism and spirit of the writings of St. Paul of the Cross. Our weekends and Passionist programming are dedicated to preaching in this manner and with this knowledge. To be in full compliance one must be familiar with the bylaws, and rules and regulations of the Congregation. Compliance in regard to having a positive relationship with the AOD would be evidenced through effective and regular communication. Regarding maintaining relationships with other groups who use our center, this may be evidenced by a return visit or engagement while here.

To this end: We are following the rules of the Church and Congregation, we are consistent with the teachings of the Church, and of St. Paul of the Cross (a). We are familiar with the bylaws and what is expected and do not engage in unlawful behavior (b). We also are maintaining a positive relationship with the Archdiocese of Detroit and with local parishes. Fr Pat actively participates in programming for Priests within the archdiocese. (c). Employees are required to take the “Protecting God’s Children” class (d). The Chapel is maintained appropriately. (e) Also, Fr. Pat would inform the Board Chair if there were any scandal or adverse situation at the retreat center (f). We might add that both Fr. Pat and Faith Offman regularly meet with various leaders of the local Church doing spiritual direction.

We are currently 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: 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.



To this end:

- We have not acquired or disposed of any real property
- Our budget was developed and approved considering this year to be a rebuilding year while people become comfortable with our protocols and living through a pandemic. We opened our doors to less people yet the feedback from the smaller retreats inspired a couple of smaller events for this fiscal year. We are booking our hosted groups through 2023. The women's recovery retreat saw an increase in attendance this year over 2019 and we have been the host to the AOD expo in August bringing in 75 Catholic vendors and a lot of foot traffic which is great for exposure.
- We have reorganized and hired new staff and have outsourced our accounting function. We continue to seek part time housekeepers.
- We have engaged Gordon Advisors and they are in the midst of an audit due to the conversion of accounting systems from Financial Edge to Quickbooks Online.
- We renegotiated our lease with the Community as a ten-year lease. The first year we paid less due to Covid 19 and this fiscal year we will be paying the 3% of gross revenues like we do to the Province, so 6% of our gross revenues is paid out in addition to the local assessment. (about 120k total)
- All restricted funds including the 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 not had to use the endowment fund since September of 2018 and it has grown to over 1.2 million.
- Attached to this report is our preliminary June 30, 2021 consolidated income statement.
- Our retreats are the main focus in the fall and our season began Sept 10.

All groups are in line with our Mission and 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: 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.

To this end:

- There are material changes in trends still due to the Covid 19 Pandemic. Many people are still not comfortable being exposed to others in groups. Our first retreats although limited to 70 participants are not at 50% of that level.



- There are no issues causing adverse media coverage.
- At this time no compliance issues are noted between the management and the board.
- We do not have any anticipated noncompliance with any of the current policies listed in the handbook.

We are in compliance with this policy.