**Monitoring Overview: June 26, 2023**

**ENDS Policy 6 & Executive Limitations: 3, 8 and 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 Policy 6:**

1. A culture of Passionist vocational encouragement exists at St. Paul of the Cross Passionist Retreat Center. People who work, visit, retreat, and volunteer have the knowledge and encouragement to prayerfully consider and support vocations to Passionist life as a priest, brother, sister, nun, or life as a lay Passionist.

Reasonable interpretation: We provide a place where retreatants, visitors, staff, and volunteers can consider vocations to Passionist life as a priest, brother, sister, nun, or lay Passionist. Some of our employees and Board members participated in the weekly pre-Chapter meetings discussing the charism, goals and Passionist “family.” We have displays in our main corridor and off the lobby highlighting new Passionist priests, brothers, and religious in our Congregation, literature, information, works, and goals of the Passionists. Our weekly videos and emails frequently present on the richness of Passionist life and Fr. Pat personally makes time to sit with the high school students on retreat to discuss their goals and offer a warm portrait of his life. Fr. Enno, the Provincial Marketing office, Emily, and Jim are discussing producing and continuously showing a silent loop of Passionist history, life, and information in the hallway outside of the library using a donated screen and computer. There is more that we all can do to inform those who come here about the possibility of what it means to be a non-vowed member of the Passionist Family as a whole.

**Executive Limitations: 3, 8, 11**

**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. We will 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 Provincial guidelines and help improve relationships with retreatants, friends, benefactors and the board.

As an update to recent PR concerns, the serial retreat center and church abuser trying to smear our retreat center’s name and community via a poorly devised email campaign mostly with fictitious individuals has stopped. The individual has been impersonating a Catholic brother of a religious order and has two outstanding arrest warrants and complaints/crimes listed in seven additional states. The Province’s legal/PR firm Airdo Werwas and Keith Zekind at the Province were ready to act if needed and guided us toward the steps we should take. Eventually the threats stopped and we were advised to never initiate contact with the individual.

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.

Word of mouth appears to be bringing new hosted visitors to our facility.

We kept the board aware of all known potential public relations issues.

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 have not caused a material negative deviation from the budget. As of April 2023, total revenue is 17% above budget (a positive variance) and expenses are 20% under budget (also a positive variance.)
* Revenues are up due to well received Easter and Christmas appeals, strong general donations, and Hosted retreat revenue although endowment investment earnings are below budget.
* We are always looking at opportunities to reduce costs and while costs FYTD are below budget, we believe that certain cost (energy, food, materials) next year will be difficult to contain. We have effectively reduced our expenses for internet and office equipment to the tune of $4,000 per year.
* As of April reporting we had 490k in cash and $2.6M in reserves.
* We have not acquired or disposed of any real property. But we are selling a house willed to the retreat center likely in July and will clear over $120K post expenses.
* All restricted funds are utilized in accord with the donor’s specifications. The Finance and Audit committee review and inspect detailed financial records regularly.
* We have contacted our Auditors regarding filing for the Employee Retention Tax Credit. Two other Passionist retreat centers have filed and are expecting tens of thousands of dollars.

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.
* 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 are presently in compliance with this policy.