



Board Retreat: January 23, 2021, 9:00-11:30 am

Introduction

The retreat will be divided into two parts: Near term direction (2021), and Long term direction (2022-2023) to allow for ample time for discussion. Included in this report is a brief past year reflection summary for review on your own, but it will not be included in retreat discussion in the interest of time.

The retreat agenda is as follows:

Start time	End time	Agenda	Facilitators
9:00 AM	9:10 AM	Welcome / Prayer / Retreat Objectives	Jason and Elaine
9:10 AM	9:30 AM	Near term, 2021 Direction	Michael
9:30 AM	9:45 AM	Breakout #1	Craig (plus Jason and Michael)
9:45 AM	9:55 AM	Rooms Report to All	Room Appointed Spokesperson
9:55 AM	10:05 AM	Near term, 2021 Direction	Discussion
10:05 AM	10:20 AM	15 minute break	
10:20 AM	10:40 AM	Long term, 2022-2023 Direction	Jason
10:40 AM	10:55 AM	Breakout #2	Craig (plus Jason and Michael)
10:55 AM	11:05 AM	Rooms Report to All	Room Appointed Spokesperson
11:05 AM	11:20 AM	Long term, 2022-2023 Direction	Discussion
11:20 AM	11:30 AM	Close / Wrap-Up	Jason and Elaine

As you can see, it is a full agenda. To make the most of the retreat, all are asked to take some time to review these few pages and to give some thought on Franciscan Ministries' strategic direction.

Also before the retreat, please take a few moments to think about how you might answer these two questions:

1. What are the most important challenges Franciscan Ministries faces in the near term, i.e., 2021?
2. What are the most important challenges Franciscan Ministries faces in the longer term, i.e., 2022-2023?

We look forward to seeing all on the zoom call, which you can access via the link sent by Elaine. Materials will be available on the Board webpage: <https://www.franciscanministriesinc.org/Board>

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*Background reflection on recent past
(for reference, but will not be discussed at the retreat)*

Outcomes from Board Retreat March 2019

We began that retreat with three main questions:

- 1. Should we be attempting to do so many things at once?**
- 2. If so, can we achieve high quality (part of the strategic plan) and mitigated risk for all programs?**
- 3. Do we have the capacity to increase resources necessary to meet quality goals for this variety programs?**

A key activity of the retreat was the assessment of our individual programs with regard to alignment to mission, quality, viability, and risk profile.

We identified **Our Lady of the Woods** as the program that could put us in jeopardy overall. After much discussion, it was decided to close the facility and relocate all residents no later than the end of the calendar year 2019. This was accomplished in October 2019. The facility was prepared for sale and sold in July 2020.

Looking in the rear view mirror with Covid-19 hitting our country in January 2020 and the resident population of OLW, the decision to move on was a great one.

Where we stand now with respect to the original questions:

1. Should we be attempting to do so many things at once?

OLW removed a large and complicated program. Two of the five remaining programs are normally revenue generating and profitable: Tau House and Centennial Barn. Both have been severely compromised due to the pandemic and all of our effort has gone to just keeping things afloat.

2. If so, can we achieve high quality and mitigated risk for all programs?

The work that was set by the Quality/Metric Committee prior to the pandemic focused on developing general policies and procedures based on best practice (to insure high quality services), and safety policies and procedures (to mitigate risk). This was a significant project and needed to be completed by staff.

With COVID-19, staff has instead had to develop policies for COVID safety in accordance with State standards. With each program being different, each has had to develop different standards and revise as the pandemic has continued.

3. Do we have the capacity to increase resources necessary to meet quality goals for this variety programs?

As of now, we don't know if we have the capacity to increase resources. We have partially addressed the accounting capacity issue during. In May 2020, we installed a new on-line accounting software system "MIP". During the installation, we expanded the system expertise to include our Office Manager and the Convent. Now we have the back up to cover this function.

Further, we are currently operating without a development director and all development work is being covered by existing staff.

*Part 1 - Near Term (2021) Direction
(Michael)*

- A. Insufficient resources (human and financial) to meet our quality goals for the variety of ministry programs currently existing (some programs ministry driven and others revenue driven). Specifically:
 - 1) Tamar's Center – lack of a safe and secure long-term facility critically limits the stability and credibility of the program.
 - 2) Barn – limited financial support from Barn for other ministry operations given the limited (or non-existent) capacity to host events for an unknown period of time; there are some concerns about the skill set of the new director and need for experienced venue operations staff.
 - 3) Tau House – uncertainty about availability in the long-term of the St Clement facility (current lease through 2021.) The parish's new priest indicates satisfaction and no current plans to change. Currently there is limited financial support for other ministry operations given the limited (or non-existent) capacity to host events for an unknown period of time due to pandemic
- B. Lack of experienced lead finance staff – currently all handled by a volunteer (thanks Don!) – need to prepare for a paid position or outsourcing in future.
- C. Lack of development director to coordinate fundraising activities – currently two people helping the Executive Director; on the plus side - this has built bench strength.
- D. Elaine's retirement in December 2021 – concerns about finding one person who can meet the demands of programs with different objectives (operational/revenue and ministry/service); what decisions and steps should be made to have a smooth and timely transition? Does our current organizational structure fit future direction and needs?

Part 2 - Long term Direction 2022-2023
(Jason)

Long term considerations that may shape our short-term planning:

- We know that we will continue to be sponsored by the Franciscan Sisters of the Poor for the foreseeable future (At least 8-10+ years)
 - o This relationship will continue to evolve. At some point, Sr. Marilyn’s role will change, and a new (non-USA) sister may be named as a replacement.

Do we need to become “self-sufficient?”

The adopted three-year strategic plan had three key goals:

1. **Quality** improvement of each program;
2. Improving our **identity** in the community; and
3. Building our **resources** (financial and workforce including volunteers)

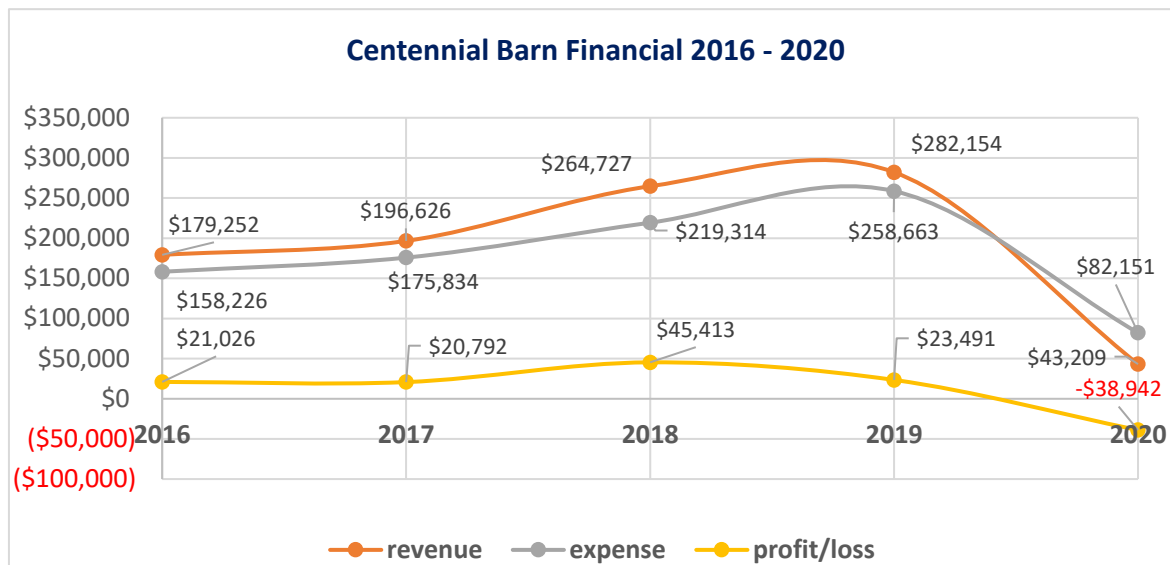
What other guiding principles should be considered in long term planning that are not included in our strategic plan?

- o Development of a strong board
 - Does the role & reasonability of the board need to change or evolve?
- o Maximizing our impact to the people that we serve

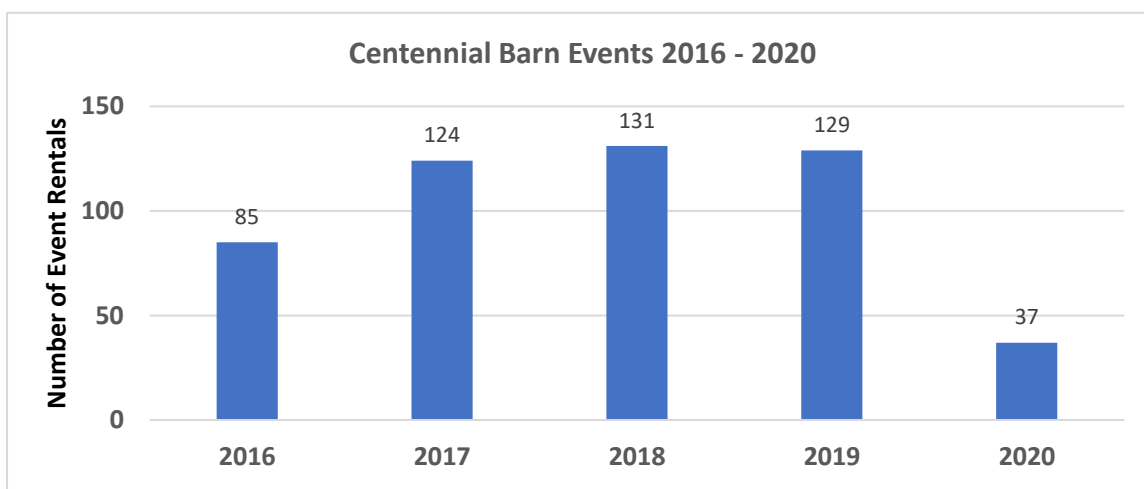
Other reflection questions related to our long-term plans:

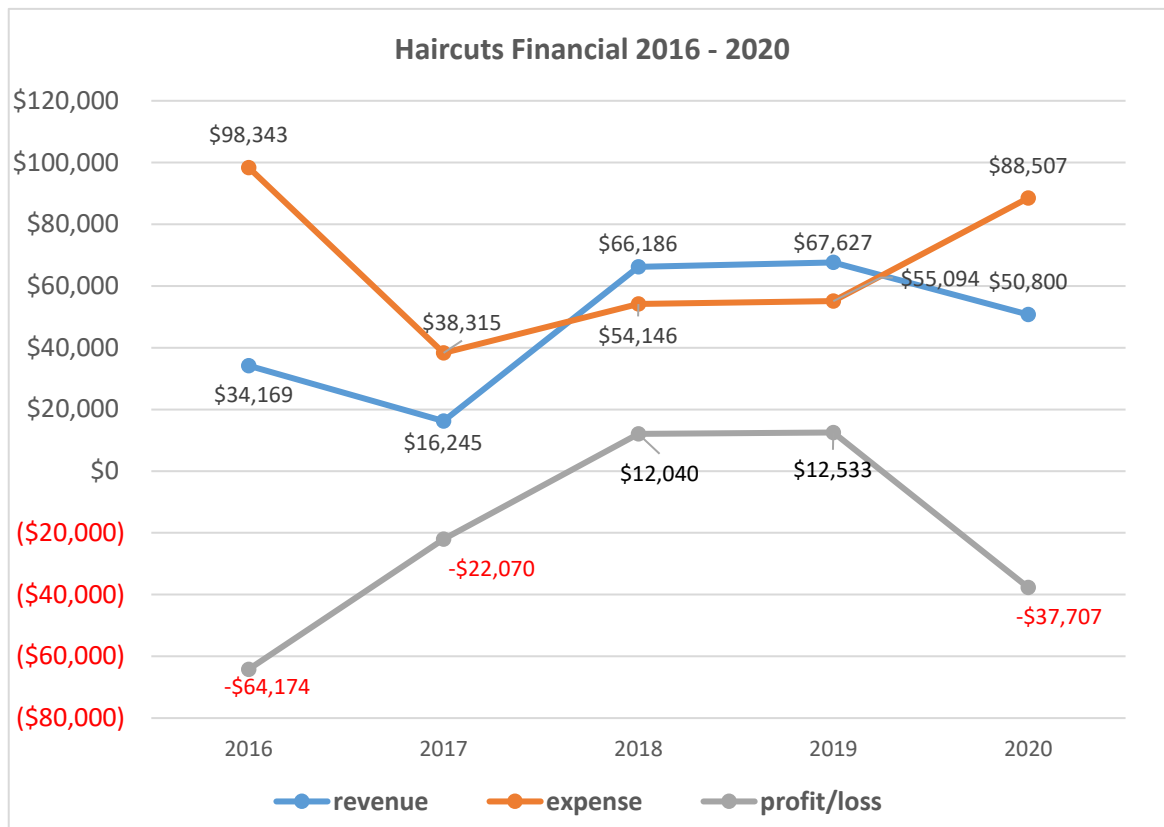
- If we did not streamline our operations enough by the closure of OLW and we still do not have the resources to effectively operate, how do we respond?
 - o Further streamline our operations?
 - Divest from another ministry?
 - Outsource certain operations like The Barn?
 - o Increase our resources in order to effectively operate?

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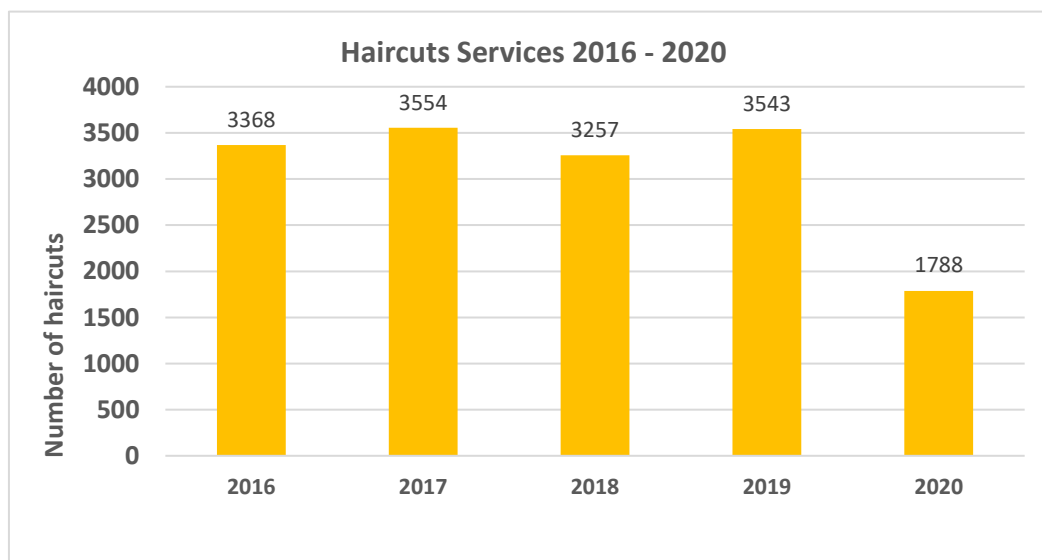


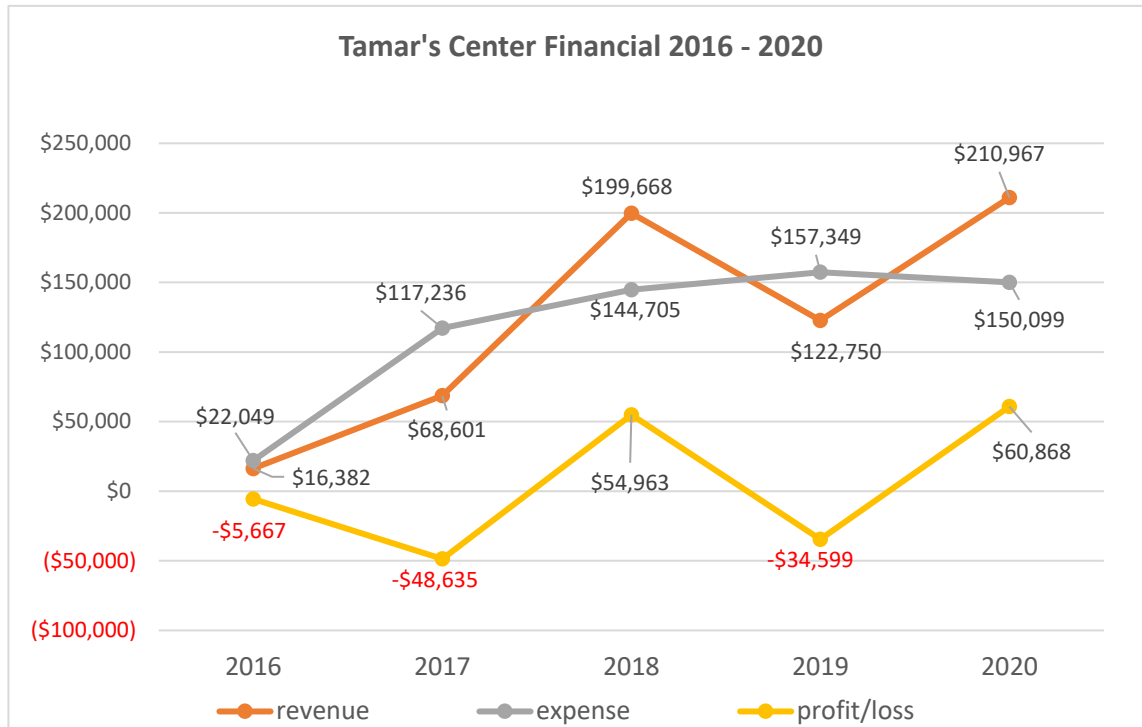
Comment: The best year for the Barn was 2018 where the liquor license was first in effect. The following year revenue increased, but additional staffing needs caused lower net revenue.



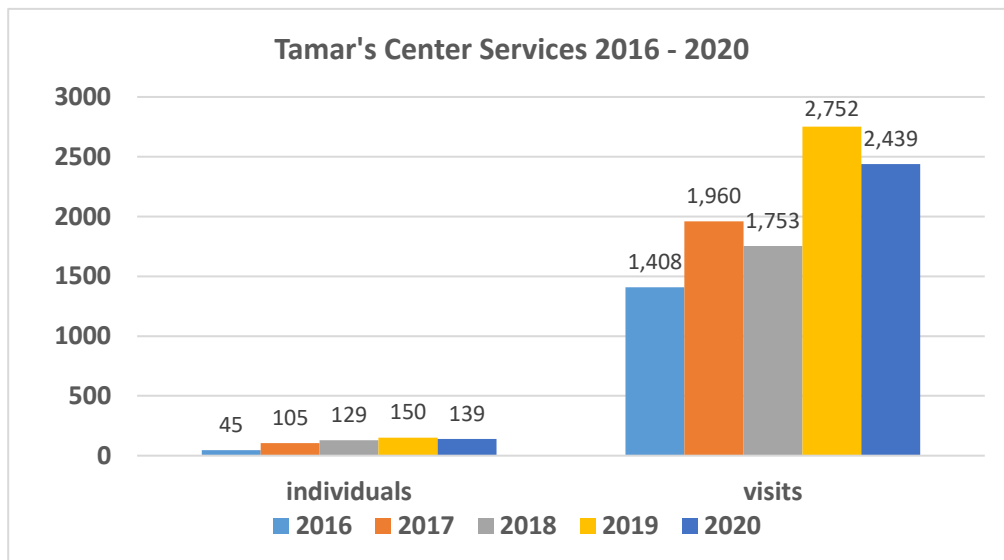


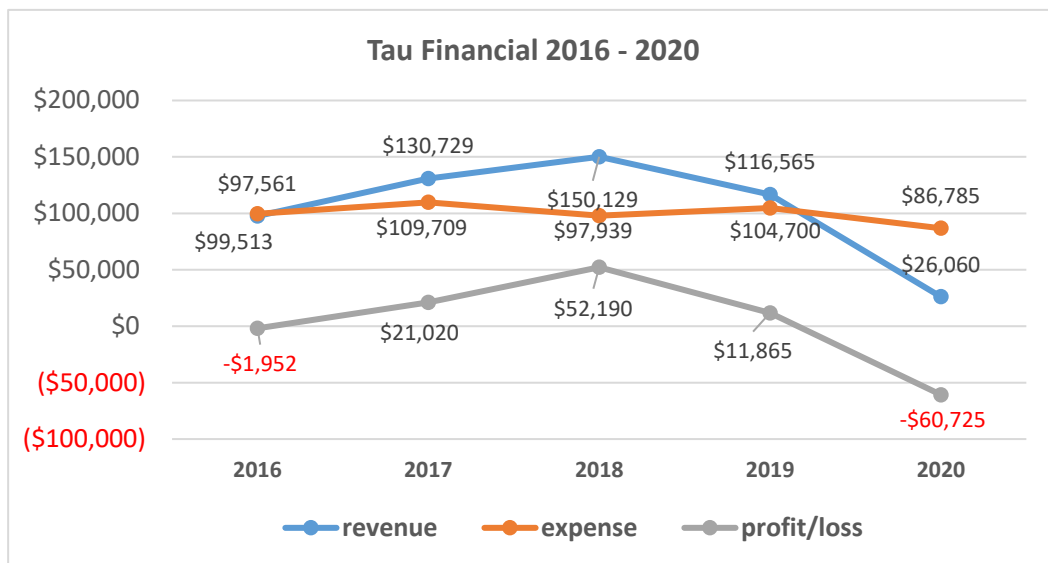
Comment: Haircuts had a significant loss in 2016 due to increased expense involved with the effort to join St Anthony Center. In 2017 a grant did not renew that had become expected.



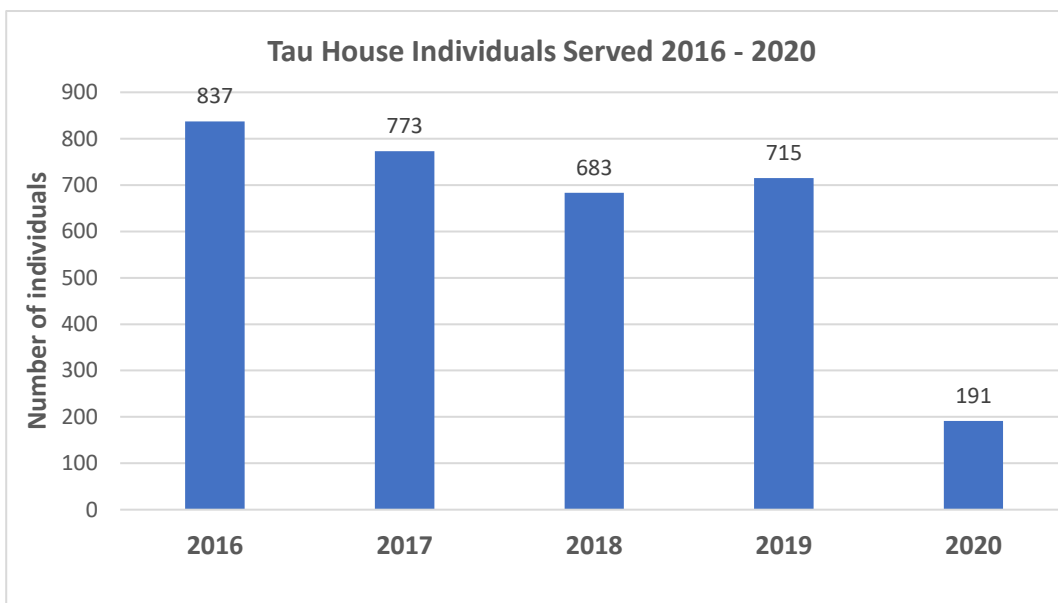


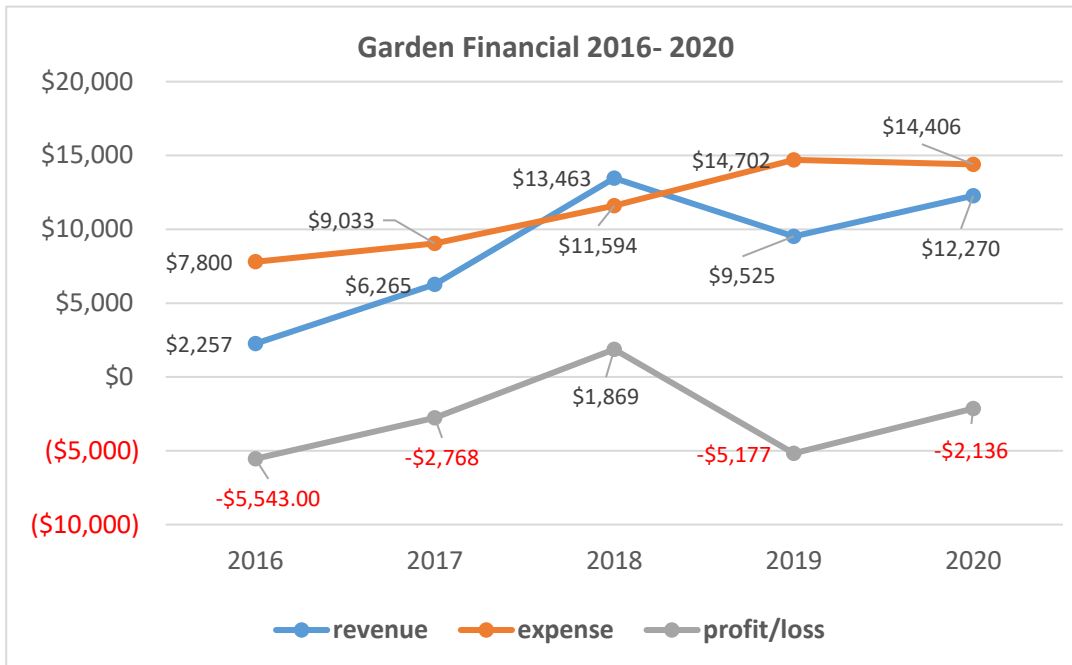
Comment: Tamar's expenses show the transition from all volunteer to three paid staff, beginning in late 2016. Interestingly, several years Tamar's shows a profit due to successful grants.



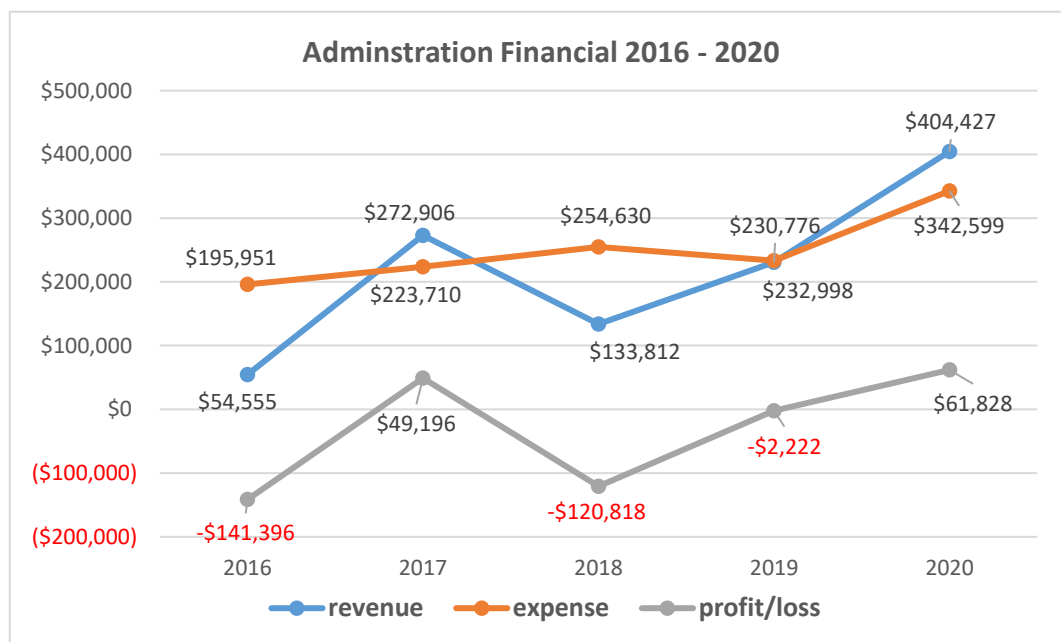


Comment: In 2017, salaries for directors were benchmarked and increased with an eye toward proposed exemption threshold. In 2018, the director took on leadership of another ministry and her salary was partially allocated to Haircuts.





Comment: The Garden has had capital expenses (new fencing, portapotty, etc) that vary from year-to-year.



Comment: The 2020 PPP loan/grant accounts for the high revenue in 2020.