

**Mater Dolorosa Passionist Retreat Center**

**Strategic Plan 2017**

This Strategic Plan was created by the management team of Mater Dolorosa to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

The Retreat Center Director/CEO (RCD) is responsible for management and oversight of the Retreat Center, including implementing the strategic plan. It is understood that the RCD has ultimate responsibility for all these goals. In this document, the initials following the goal indicate the staff person(s) who have secondary responsibility on the goal, as follows:

Management Team – MT

Director, Ministry – DM

Director, Finance and Administration – DFA

Director, Facility Operations – DFO

Director, Mission Advancement - DMA

**Goal 1: Expand our vibrant Passionist Retreat Ministry (programs led by**

 **Passionist Preaching Team) at Mater Dolorosa Passionist Retreat**

 **Center. (DM)**

1. Continue to enhance the promotion of the Passionist Charism in the ministries of the RC. (DM)
	1. Create a wall of the quotations of St Paul of the Cross, or publish the quotes on different media and place around the property. This will be included in the signage program for the Retreat Center. (DM/DFO)
	2. Publish and post information regarding the important sites of the Retreat Center - the different rooms and who they are named for and history of that person. (DFO)
	3. Publish a History of the Stations of the Cross, Garden of Gethsemane and the Garden of Seven Sorrows. Produce a pamphlet. (DM)
2. Retreat Team and Staff will participate in programs on Passionist Spirituality when they are available. Utilize programs offered by the Province and Office of Mission Effectiveness. Gather and share the resources used by each center to promote the Charism. (RCD)
3. Work with our Board of Directors, our Captains, Holy Cross Province, the Archdiocese and surrounding Dioceses to promote the Passionist Weekend Retreat Ministry. (RCD)
4. Intentionally work with our captains in their role representing the Retreat Center. Encourage them to add younger co-captains or leadership in the recruiting process. (DM)
5. Support our captains in more ways in the resistance they face when their pastor does not want to encourage attendance at a retreat. (DM)
6. Encourage the Board of Directors to expand the diversity in demography of the board members. Assist them in accomplishing this goal. (RCD)
7. Explore the availability of Catholic radio to promote the activities provided by the Retreat Center (RCD)
8. Staff will be prepared to offer support in every way possible to assist in the formation of a future Retreat Director. (MT)
9. Offer special programs with facilitation by our retreat team or by outside facilitators who provide program consistent with our mission. Market by sending letter/materials to retreatants, parishes, schools, etc. (RCD/DM)
10. Support and expand the youth and young adult ministry at Mater Dolorosa (DM)

1. Establish fund raising plan to support this ministry. (DMA)
2. Ensure that Retreat Team includes a person responsible for YA ministry.(DM)
3. Continue to support and expand the Hispanic Ministry outreach as decreed by the Provincial Chapter. RCD

**Goal 2: In the spirit of Passionist hospitality, continue to attract and welcome**

 **hosted groups and programs that are not incompatible with the**

 **Passionist Charism and the Catholic Church. (MT)**

1. Annually review the hosted program policies to ensure that they are consistent with our mission and vision plans.
2. Review our mix strategy for hosted groups to increase revenues and accommodate a greater diversity of groups.

**Goal 3: Develop, implement and maintain a Marketing and Communications Plan**

 **(RCD/MT)**

1. Create and implement a written plan that sets forth communication, public relations and marketing objectives.
2. A summary of the marketing efforts we currently have in place will be completed; i.e. the programs in place for the Captains. (DM)
3. Create a brochure of the conferencing capacity of the Center and disseminate to our target marketing groups. (DFO)
4. Determine how people hear of our retreats and other programs, and capitalize on the information. (RCD/DM)
5. Formally study demographic changes in Southern California in religious practice and the population in general and determine its effect on MD ministry. (RCD/DM)
6. Maintain an effective program to obtain accurate and pertinent feedback from all constituencies. (DM/DFO)
7. Review the Retreat Evaluation Form annually to ensure its effectiveness. (MT)
8. Ministry and Operations Staff will review the Retreat Evaluations for each weekend retreat. (DM)
9. Develop an electronic review form for the website to gain feedback from our constituents and make any necessary adjustments. (DFA)
10. Use technology to improve Retreat Center communication and marketing, e.g., online registration, interactive website, archived retreat talks, etc. (MT)
11. Evaluate the need for participation on Social Media by the Retreat Center.
12. Evaluate the need to expand access to WiFi in the Retreat Center building.
13. Regularly evaluate the conferencing system that we currently have in the conference rooms.
14. Retreat Director will write a letter to the pastor of each parish advising of when his parish is scheduled for retreat and inviting the participation of the parish. After the weekend a report will be sent to the pastor on his parishioners’ attendance. (DM)

**Goal 4: Strengthen the Retreat Center's financial foundation.**

1. Develop the funds which will be required to maintain the facility and sustain the ministry. (RCD/DMA)
2. Continue to hold the annual appeals and special events currently active; (DMA)
3. Explore the possibility of participating in the Province mission appeals fund because of our work in Hispanic ministry. (RCD/DM)
4. Ensure that our operating costs are reflected in the amount charged to the retreatants and groups using the facility.(MT)
5. Offer the Retreat Center as a facility for Archdiocesan functions. (RCD)
6. Explore other income sources for the Retreat Center (MT)
7. Consider expanding bookstore hours. (DFA)
8. Expand items to include religious order products in the bookstore. DFA
9. Offer PPLs on our website. (DFA)
10. Consider the possibility of events that could be produced and run by outside organizations that would raise money for the Retreat Center. (RCD/DFA)
11. Approach Catholic tour groups to include Retreat Center on their itinerary. (DFO)
12. Renew the interest in a building a columbarium on the property.(DFA)
13. Investigate the possibility of Mater Dolorosa becoming a shrine location. (MT)
14. Annually assess the cost of operations at the Retreat Center to evaluate any potential for delivering the mission at a lower cost. (DFA)
15. Seek to lower our costs by co-sponsoring events, i.e. young adult activities, and sharing the costs with other groups involved in the event. (DM)
16. Incorporate into our budgeting process the requirements mandated by Policy Governance.(DFA)

**Goal 5: Determine and fund compensation packages for committed and qualified**

 **personnel. (DFA)**

1. A summary of the process by which wages and salaries are determined will be formalized for the Financial and Accounting Policies Manual. A process will be included in the policies to evaluate the need for adding or removing positions depending on the current needs of the Center. (DFA)
2. Seek to expand opportunities for volunteers to support the Retreat Ministry.
3. Create a calendar of events for which we need volunteers, create a template and post it in the newsletter, Facebook and on the website. The person in charge of the event would field the calls from the potential volunteers and invite their participation. (MT)
4. Utilize the resources of the Holy Cross Province, including the Office of Mission Effectiveness, to provide opportunities for education in the Passionist history and Charism. (MT)
5. Create an "onboarding" policy for new staff and methods for current staff which would offer information and links that can be accessed for further information. (DFA)
6. Staff will incorporate Policy Governance into the management of the Retreat Center by providing appropriate education and training for staff. (MT)
7. Staff will be educated on the changing Retreat Center organization structure and provided the information required to adapt. (MT)

**Goal 6: Continue to evaluate, update and implement Mater Dolorosa Facilities**

 **Plan. (MT)**

1. Ensure that the Retreat Center is infused with the Passionist Charism. (MT)
2. Implement and maintain a facility management program, and align with the Reserve Study and the Fixed Asset Module of Financial Edge. (DFO/DFA)
3. Continue to update and utilize the Reserve Study to enable an effective Capital Improvements Plan to address major repairs, enhancements and additions. (DFO/DFA)
4. Identify future facility needs. (MT)
5. Consider use of existing buildings and what is needed to enhance their use. (MT)
6. Evaluate the ordinary safety needs of retreatants and guests and maintain a safety program. (DFO)