

**HOLY CROSS RETREAT CENTER
STRATEGIC PLAN**

Initially approved by the team July 2011, reviewed in fall each year with the Definitory

Revised July 31, 2018

(Yellow highlights are recent changes)

Vision: *The Gospel and the Spirit of St. Francis of Assisi call us to welcome those in spiritual or physical need. In that spirit, Holy Cross Retreat Center focuses on Franciscan Hospitality. We see Christ in those who come for spiritual enrichment, whether within the Catholic, Christian, or other religious traditions. Those coming for planning find a place of peace. As we are able, we provide a safe, caring space for those seeking personal or physical renewal. “If you need and want to come to me for the sake of your soul or for some consolation, come.” (from letter of St. Francis to Brother Leo.) “May we be able to follow in the footprints of your beloved Son Jesus Christ.” (from the Letter to the Entire Order.)*

Mission Statement:

Holy Cross Retreat Center is an oasis of prayer, study, and reflection located near Las Cruces in southern New Mexico. The Center is committed to fostering an atmosphere in the Franciscan tradition where all those who seek spiritual and personal growth will find a welcome. While focusing on Catholic spirituality, Holy Cross respects people of all faiths and hosts various retreats, conferences, as well as private retreatants. The friars give presentations for English and Spanish speaking groups and provide hospitality to medical patients and others in need.

I GOAL: We will enhance the relationship with those who come to the Retreat Center

Strategy 1. To be attentive to their needs and concerns

Progress report

What will be done	Who	By When	Measure	Target	Result
Respond with interest to inquiries and initiate contact if needed.	Facilities Coordinator	Ongoing	Better planning and scheduling	Less guesswork, satisfied inquirers	Quick response so far, saving those not scheduled..
Interact with each group throughout their stay, have a staff member present each day.	Tom, Debbie, and Margaret	Each time	Comments on evaluations and personally	Very high return rate of groups and individuals	In process, good comments
Send out contracts and information at least 6 months ahead of time	Facilities Coordinator	ongoing	All contracts are mailed on time	Signed contracts and deposits received	Done for 2018
Verify that contracts are signed and returned within a month or so, deposits received.	Facilities Coordinator	ongoing	Status noted in the software	few cancelations late, allowing for rebooking	2017 is full, 2018 contracts for major groups mostly in..
Incorporate suggestions from evaluations and seek out input from them for future plans	Retreat, facilities, and maintenance	Ongoing	Quick response to concerns, more ideas	Fewer criticisms, fresh ideas for the future. Send out token of thanks for good suggestions.	Ongoing, response to physical plant and ideas

Diversify the menu based on type of group and length of stay	Debbie and Jessica	Ongoing	Wider variety of foods,	Retreatants can't guess what will be served, yet keep favorite items	We have a different person making menus now
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Strategy 2. To improve communication with groups and individuals

What will be done	Who	By When	Measure	Target	Result
Continue bimonthly e-newsletter, an annual report in early Dec with year end donation option, June newsletter mailed to those without email, with retreat schedule	Retreat director and Debbie	Every two months	Pleasant promotion of center, better contact with those without email.	Brief, occasional reminders	Digital news sent every 2 months beg. 9/2011, emails to promote retreats, annual report in Dec. email and mail.
Continued upgrading of the web site, and new site for the Franciscan Festival of Fine Arts, Make web site ready for mobile phones	Ray Duran and retreat dir	Early 2017	More hits and requests	Better communication and easier payments	New web sites designed and being used.
Prepare an annual report, with progress on projects and other aspects, including finances.	Director and Business Manager	November of each year	Annual report well planned and designed	Communication and accountability	Each year since 2012

II GOAL: We will expand the range of Franciscan sponsored activities both on campus and in the area

Strategy 1. To plan more Franciscan sponsored retreats, events, and interaction with SFO

What will be done	Who	By When	Measure	Target	Result
Listen to what people are requesting, consult, and organize spiritual renewal experiences	Retreat and facilities directors	Ongoing	Attentiveness to impressions and new ideas	Programs that respond to people's interests	Appealing list of retreats, missions, and events each year
Reach out to OFS groups in the region to invite them here regularly. Include promotion for OFS on the web site and in newsletters.	Facilities director	ongoing	Invitations to all regional SFO groups	Lay Franciscan involvement more obvious	Las Cruces group meeting here, Tom leads a Franciscan retreat each year and is spir. Asst. for two groups. One fraternity meets here.
Place more Franciscan materials in the rooms and on the outdoor bulletin board to be more visible to guests	Retreat dir.	ongoing	Messenger of St. Anthony, Province news is visible	Franciscan education and new contacts for Province, NM and EP missions will be in Large Conference room	Franciscan Province newsletter, Eng. and Span. in the rooms and Chapel. 3 Vocation posters visible. Added Fran. books in library

					and new outdoor bulletin board.
Work with Prov. Devt. Office to offer a pilgrimage to Assisi and Rome for HCRC benefactors	Director	2018	Pilgrimage ready to offer in the spring 2018	Group of 20 or so attending deepening Franciscan spirit	Scheduled for Sept. 27-Oct. 7, 2018
Plan and lead a pilgrimage to early Franciscan missions in New Mexico and El Paso area.	Director	ongoing	Each year	adults	Done in July 2018, consider expanding to seminarians next year.

Strategy 2. To expand outreach into the local dioceses and beyond

What will be done	Who	By When	Measure	Target	Result
Work with diaconate programs in Las Cruces and El Paso	Retreat and facilities dir.	ongoing	Regular groups of LC and 3/year with El Paso	Ongoing ministry to them beyond formation	LC deacon formation planned here for next four years. We host El Paso and Las Cruces deacons retreats.
Increase contacts with NMSU students and faculty and other organizations and businesses	Business Manager	ongoing	New groups each year	Better use of midweek times	16 groups came in past years; hosted Leadership Las Cruces
Organize formation and education for the local area	Retreat dir.	2018	Catholic lay formation, more religious groups	HCR as locus for LC lay formation program,	Co Sponsored Adult formation series with LC diocese July 2016, deacon formation here.
Assist in local parishes, on diocesan commissions, and offer Parish Missions	Director and staff	Ongoing	Support to diocese and promotion of the Retreat Center	Greater visibility in the dioceses and service to them	HCRC is widely known in the area.

Strategy 3. To host public events that will welcome a variety of people to Holy Cross,

What will be done	Who	By When	Measure	Target	Result
Transitus (a ceremony recalling the death of St. Francis of Assisi)	SFO leaders	Each October	Bilingual service open to non Franciscans as well	Wider appreciation of Franciscan traditions	Planned for Oct. 3 2018 as with each year.
Expand Franciscan Festival of Fine Arts	Festival committee	Each Sept.	102 artists in 2017 most in shade enchilada dinner and beer/wine garden,	Promotion of art and income for Retreat Center	Almost 100 artists and food vendors registered for 2018. Net +\$42,000.00
Day programs and more outreach	Business	2017	Series developed to	Contact with retirees	Series scheduled during

for Senior Citizens. Consider Days of Recollection during some seasons.	manager, Tom,		engage senior citizens, by contacting health & community groups.	who live in the area	Easter 2018

Strategy 4. To increase a sense of service to those in need

What will be done	Who	By When	Measure	Target	Result
Free room for others needing a place to stay, eg. Medical patients, refugees, and immigrants fearing deportation	Staff	Ongoing	Openness to provide Franciscan hospitality	As needed, but a variety of people	550 or more Refugees in 2016-2018, patients, priests, etc. as well.
Recovering Alcoholic retreats	Facilities dir.	Spring and fall	50+ at each retreat	Support for those in AA to be sober, healthy, and faithful	75 at fall 2011, 72 spring 2012, 60 and 55 in 2013, 65 and 117 in 2014, continuing.
Provide discounts for those who want to use HCRC and have limited finances.	Tom and Debbie	ongoing	Fund and discounts given	More participants with limited finances coming	\$20,000.00 given in discounts to a variety of groups and individuals 2016-2017
Initiate a Women's Healing Retreat	Debbie and volunteer	Each year	One retreat per year especially for women in 12 step programs or in need	Retreat scheduled and well promoted	2017 canceled. Sr. Margarita Armendariz will lead in March 2018 More promotion
Support CAFé community organizing to respond to local justice issues.	Staff	Throughout the year	Meetings hosted, Active involvement	Public witness of social justice activities	Many trainings and meetings hosted. Franciscan hospitality initiated for undocumented and others.

III GOAL: We will continue to upgrade the buildings and grounds

Strategy 1. To maintain the buildings and property and make improvements

What will be done	Who	By When	Measure	Target	Result
Continue renovation of the retreat rooms till completed	Staff and volunteers	Spring 2019	Rooms more comfortable, appealing	New floor covering on first floor rooms, Casita rooms upgraded,	Bathrooms remodeled, new carpet, and tile flooring.

				Bathrooms renovated	
Make repairs and additions to facilities by volunteers when possible.	Good Works Volunteers	ongoing	Better quality care	List of ten projects finished, save funds, and keep them involved.	Atrium upgraded, roof repaired, Kiva Chapel doors redone, and large conference, gazebo and walk painted, new outlets, and shelves in all rooms
Design and Construct a hermitage	Director	Spring 2018	Hermitage ready for use	Hermitage usable in Spring of 2018	Dedicated May 2018, built by Good Works Volunteers, now in use.

Strategy 2. To accent the beauty and sense of hospitality of the property

What will be done	Who	By When	Measure	Target	Result
New signs will be installed to guide people to the property and various areas.	Director	Fall 2017	Signs are pleasing and in place	Ease of entry and orientation	Frank Chavez got it done!
Design and build a Kiosk and plant flowers	Volunteers and staff	Spring 2018	Kiosk with info and more flowers	Appeal improved	Bulletin board built and updated weekly

Strategy 3. To establish and furnish a workshop that will provide for the Good Works Volunteers

What will be done	Who	By When	Measure	Target	Result
Secure a space in the garage for long term positioning of equipment and work area.	Director	Summer 2018	Friary agrees to allow use of bay 5	Ease of entry and security for tools	The friars seem willing to consider using the space for workshop.
Negotiate with Carl McGrew and others who might wish to donate tools and equipment, and design a setup for usage and storage	Volunteers and staff	Spring 2019 or when available	Sufficient tools to allow construction and repairs projects	Assembled and ready	
Consider arranging for the Good Works Volunteers to assist with other projects in the Diocese or with religious communities	Volunteers and staff	Summer 2019	Assessment of the needs and capability to respond.	Service outreach by the Retreat Center and Volunteers	

IV GOAL: We will maintain a sound financial base

Strategy 1. To increase income and use of the facility

What will be done	Who	By When	Measure	Target	Result
Maintain good rapport with current groups and seek out others	Facilities dir. & retreat dir.	Ongoing	Statements paid and more groups active	Increased earned income	All weekends used, Rescheduling for next year and beyond now.
Find ways to use the facilities more during the week and weekends	Business manager, Facilities and retreat dirs.,	Ongoing	3 more multiday retreats, eg for seniors, and other day groups	Less down time with no one here. Visit with Chamber of Commerce, White Sands, other non profit organizations.	More multiple groups on weekends,

Strategy 2. To seek out funding to augment the income of the retreat operations

What will be done	Who	By When	Measure	Target	Result
Sustain good relations with the Holy Cross Retreat Foundation	Retreat dir. business manager	Ongoing	Solid proposals, new members on Foundation Board	Wise use of funds and good rapport	Much better communication at this time.
Sustain Art Festival as means of income and good promotion	Staff and volunteers	Ongoing	Significant income each year	\$40,000.00	\$40,000.00 + net in 2013-2017
Submit grant requests to other sources	Business Manager	Each year	As needed	More new income	\$1,500 from Secular Franciscan, \$500 from Unitarians, \$5,000 and \$20,000 donations 2018
Establish an annual appeal in Dec.	Retreat director and business Manager	Dec each year	Extra funding for special projects eg hermitage in 2017	\$15,000.00 per year	Goal reached in first three years.

V GOAL: We will prepare for the stable operation of HCRC in the years to come

What will be done	Who	By When	Measure	Target	Result
Update operational manuals and job descriptions	Business manager and each area	Summer 2017	Manuals created or revised	Good records for upcoming years	Many done but still need some
Prepare for the quadrennial Audit in fall 2017	Business manager	Fall 2017	Procedures and records well documented	Successful audit with no major problems	Records complete, Audit went smoothly.

Hire new bilingual Program Coordinator.	Director & business manager	Fall 2017	Qualified and properly motivated leadership	Long term pleasant employee	Margaret Flores hired as Facilities Coordinator and to assist manager.
Develop a succession plan to be sent to the Province to assist in choosing Director.	Staff and advisors	Feb.2018	Description of the vision and goals here and needs for a Director	A director who can sustain the vital ministry for years to come.	Fr. Tom Smith was approved as director till 2022.

VI GOAL: We will investigate how to improve ministry at Holy Trinity Retreat Center in El Paso

What will be done	Who	By When	Measure	Target	Result
Contact Bishop Seitz in El Paso and Dr. Mena to see if they would like assistance	Director	Fall 2018	Serious conversations about the need for retreat space in El Paso to supplement HCRC	A decision how to move forward	About May 2018, Holy Trinity was purchased by the Diocese of El Paso, and has good leaders.
If there is an interest, consider offering to help mentor those leading Holy Trinity to improve the reviews of people	Director and staff	Winter 2018	Openness to evaluate the staff, the services offered, scheduling, and attitude toward groups	Work together with them, meet occasionally	