

**HOLY CROSS RETREAT CENTER
STRATEGIC PLAN**

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

April 5, 2019

(Yellow highlights are recent changes)

Mission Statement:

Holy Cross Retreat Center is an oasis of prayer, personal growth and hospitality located near Las Cruces in southern New Mexico. While focusing on Catholic spirituality, Holy Cross respects people of all faiths, leading and hosting various retreats and conferences, as well as private retreatants in our hermitage. Through Franciscan Hospitality we welcome those needing temporary lodging during medical treatment and immigrants in transition. Outreach includes parish missions and days of prayer, weekend assistance in parishes, and a prison ministry.

Vision Statement:

The Gospel and the Spirit of St. Francis of Assisi call us to welcome all in spiritual or physical need. In that spirit, Holy Cross Retreat Center focuses on Franciscan Hospitality and Service. 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 and comfort. As we are able, we provide facilities that permit a safe, caring space for those seeking personal or physical renewal, and hope for those who are in need. As St. Francis was called to “build my Church”, we through the Holy Spirit will support discernment and strive to expand our outreach to the poor and our capacity for midweek and non profit groups. “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.)

I GOAL: We will enhance the relationship with those who come to the Retreat Center and expand our outreach efforts

Strategy 1. Staff is to be attentive to the needs and concerns of groups and individual retreatants.

Currently and on an ongoing basis we:

- Interact with each group throughout their stay, have a staff member present each day whenever possible.
- Respond to requests when a group is on site in a timely manner.
- Incorporate suggestions from evaluations, respond to physical plant needs, seek input from groups for future plans.

What will be done	Who	By When	Measure	Target	Result
Hold regular training for	Business Mgr	After strategic	Staff has a	Retreatants are made to	

staff and develop handbook	& Director	plan is finalized	common vision	feel welcome and staff is responsive to needs	
Diversify the menu based on type of group and length of stay	Business Mgr and Head Cook	Ongoing	Wider variety of foods,	Standard menus for various needs and type of group	Retreatants can't guess what will be served, yet keep favorite items

Strategy 2. To expand and improve communication with groups and individual retreatants

Currently and on an ongoing basis we:

- Continue bimonthly e-newsletter, annual report in early December with appeal, June newsletter mailed to those without email with retreat schedule.
- Prepare and distribute an annual report with progress on projects and other aspects, including finances.
- Distribute evaluations to each group; read and incorporate suggestions where feasible.
- Send out contracts and information at least 6 months ahead of time. Verify that contracts are signed and returned within a month or so.
- Respond with interest to inquiries and initiate contact if needed.

What will be done	Who	By When	Measure	Target	Result
Look for opportunities for positive media exposure for Retreat Center	Director	Ongoing	Articles and news stories	HCRC becomes a community name and destination	
Continued upgrading of the web site, make web site ready for mobile phones, add new retreats and materials as needed.	Webmaster and Director	Early 2019	More hits and requests	Better communication and easier payments	New web sites designed and being used.

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

Currently and on an ongoing basis we:

- Host Transitus each year (a ceremony recalling the death of St. Francis of Assisi) with OSF leaders.
- Work on expanding and improving the Franciscan Festival of Fine Arts each Labor Day weekend.

What will be done	Who	By When	Measure	Target	Result
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Day programs and more outreach for Senior Citizens. Consider Days of Recollection during some seasons.	Business Mgr, Director	Fall 2019	Series developed to engage senior citizens, by contacting health & community groups.	Contact with retirees who live in the area	
Promote all vocations during a 40 th anniversary celebration of Tom's ordination	Staff	July 2019	People more conscious of their own vocation and promoting religious vocation as well	Increase in sense of evangelization and service in all who attend	
Consider a family picnic day each summer to invite wider community in to enjoy or revisit Retreat Center.	Staff	Summer 2019 or 2020	Fun time for those who enjoy HCRC, an opportunity for people to return	Maintain contact with friends and supporters, renew contact with those who came in the past	

Past Accomplishments:

- Dedication of new Chapel February 22, 2015
- Installation of stained glass and celebration of artwork for new chapel March 12, 2017
- 60th Anniversary open house June 18, 2017

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Strategy 4. To expand outreach into the local dioceses and beyond

Currently and on an ongoing basis we:

- Assist in local parishes, on diocesan commissions, and offer Parish Missions, retreats, and weekend calls on site.
- Increase contacts with NMSU and other non-profits to better use facilities midweek.

What will be done	Who	By When	Measure	Target	Result
Work with diaconate programs in Las Cruces and El Paso as requested	Director and Program Coord.	ongoing	Regular groups of LC and 3/year with El Paso	Ongoing ministry to them beyond formation	We host El Paso and Las Cruces deacons retreats.
Organize formation and education for the local area	Retreat dir.		Develop Catholic lay formation opportunities, more religious groups	HCR as locus for LC lay formation program,	
Offer monthly confessions and mass and occasional retreats at two local	Retreat director	Fall 2019	Ministry to those who cannot go elsewhere	Prisoners feeling cared for and	

prisons, coordinate with Kairos.				spiritually enriched.	
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Past Accomplishments:

- Co sponsored adult formation series with LC diocese July 2016, LC diocese deacon formation here through 2018.

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Strategy 5. To maintain a strong volunteer program that addresses a variety of needs.

Currently and on an ongoing basis we:

- Host volunteer groups of students from Las Cruces Catholic Schools to do yardwork.
- Hold regular appreciation dinners or picnics for active volunteers.

What will be done	Who	By When	Measure	Target	Result
Develop volunteer training and coordination, background checks, and books and resources for children as of part the asylum seekers hospitality	Staff plus volunteers	August 2019	Better accountability and service to the immigrants.	Immigrants who are appreciated and refreshed, and volunteers who are more prepared.	
Meet regularly with Good Works and other volunteer groups to develop priorities and provide support.	Retreat Director, Business Manager	Ongoing	Orientation Regular Meetings Appreciation	Volunteers who have a sense of the mission and who feel useful, supported and appreciated.	
Work with the volunteers to raise up more leadership as needed.	Carl and Director	Spring 2020	Confident and reliable leaders	Long term opportunity for volunteers and assistance for HCRC	
Set up workshop for Good Works volunteers to accomplish a variety of tasks	Carl and Good Works	Spring 2019	Solicit donations of tools, set up electrical and other requirements	Workspace that facilitates the successful completion of projects	

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 OFS

Currently and on an ongoing basis we:

- Listen to what people are requesting, consult, and organize spiritual renewal experiences.
- Host Franciscan themed Retreats and Days of Reflection on a regular basis.

- Reach out to Secular Franciscan groups in the region to invite them here regularly
- Place Franciscan materials in the rooms and on the outdoor bulletin board to be more visible to guests.
- Plan and lead pilgrimage to early Franciscan missions in New Mexico each year.

What will be done	Who	By When	Measure	Target	Result
Include promotion for Secular Franciscans on the web site and in newsletters.	Director	Ongoing	Web link and OFS info in newsletter	Lay Franciscan involvement more obvious	
Develop new Franciscan themed retreats and invite other Friars to lead them. Contact OLG Province.	Director	Fall of 2019 for possible retreats in 2020	New retreats developed for 2020	To have a wider representation of Franciscan Spirituality for retreatants to benefit from	
Develop training and retreats on Franciscan spirituality for staff and volunteers	Director and Business Mgr	For 2020			

PAST ACCOMPLISHMENTS:

- Pilgrimage to Assisi and Rome for HCRC benefactors Sept 27-Oct 7, 2018 led by Fr. Tom with a group of 20 or so.
- Early Franciscan Missions in New Mexico pilgrimage each year since 2011.

Strategy 2. To increase a sense of service to those in need in light of our Franciscan charism.

Currently and on an ongoing basis we:

- Provide free room and board for medical patients, asylum seekers and immigrants fearing deportation.
- Host 2 Recovering Alcoholic Retreats annually.
- Provide discounts for those who want to use HCRC and have limited finances.
- Support CAFé community organizing to respond to local justice issues.

What will be done	Who	By When	Measure	Target	Result
Explore possibility of retreat for volunteers involved in Asylum seekers ministry	Director and Program Coordinator	For 2020	Speak with volunteers here and with Annunciation House in El Paso	To provide respite and appreciation for volunteers	
Continue to provide discounts to groups and individuals as needed	Staff	2022	Discounts are given to those groups and individuals who need them and are reviewed annually	Ministry to those who can't otherwise be served	

Develop regular time for presentation and reflections related to asylum seekers and border situation and our response, possibly after Wednesday Mass	Director	Fall of 2019	Provide accurate information and ask and answer questions	Lead those interested to a deeper awareness of the current situation and our response to it	
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Past Accomplishments:

- Hosted over 600 asylum seekers from 2016-2018
- Hosted medical patients 538 days from 2016-2018
- Hosted 2 Recovering Alcoholics retreats annually since early years of the retreat ministry
- Have provided \$48,711 in discounts from 2016-2018

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III GOAL: We will establish a sound financial base and will continue to upgrade the buildings and grounds

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

Currently and on an ongoing basis we:

- Make repairs and additions to facilities by Good Works and other volunteers when possible.
- Use evaluations to pinpoint areas of concern and have maintenance address those concerns.
- Work with HCRC Foundation to identify projects which can be funded.
- Assess, utilize and adapt current spaces to our changing needs.

What will be done	Who	By When	Measure	Target	Result
Pave parking lots	Frank Chavez	2022	All gravel portions paved	No erosion and better safety	
Put in place technology and office infrastructure that supports growth.	Business Mgr	Fall 2019	Stable network and computers	Ease of operation	
Investigate the feasibility of adding solar panels for the retreat center	Staff	Summer 2020	Check options with the Province or on our own	Using more sustainable energy	
Investigate the feasibility of building a second hermitage.	Director, Business Mgr. and Good Works	Fall 2019	Those who seek solitude will have adequate space	Provide for present and future needs of retreatants	

Past Accomplishments:

Please see list of projects and improvements at the end of this document.

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

Currently and on an ongoing basis we:

- Plant new flowers annually in flower beds, paint as needed, keep sidewalks and outdoor areas clean and presentable.
- Decorate Hacienda during fall and Advent.

What will be done	Who	By When	Measure	Target	Result
Paint the railings, support, and windows of retreat building	Volunteers and staff	Dec. 2019	Old paint removed and new paint done	Maintain good care for property	

Past Accomplishments:

- New signs installed to guide people to the property and various areas were placed in Fall of 2017
- New bulletin board was constructed by Good Works volunteers in 2017.

Strategy 3. To increase income and use of the facility

Currently and on an ongoing basis we:

- Maintain good rapport with current groups and seek out others.
- Find ways to use the facilities more during the week and weekends by booking multiple groups and finding midweek groups

What will be done	Who	By When	Measure	Target	Result
Visit with Chamber of Commerce, White Sands, other non profit organizations.	Business Mgr, Program Coord. and Director	Ongoing	3 more multiday retreats, eg for seniors, and other day groups	Less down time with no one here.	More multiple groups on weekends,
Develop a matrix for beds to days with a target goal (example 50% occupancy).	Business Mgr.	Spring 2020	More accurate awareness of how we can use space	Ability to budget better and use facilities more fully	

Strategy 4. To have diversified sources of income to augment the income of the retreat operations

Currently and on an ongoing basis we:

- Sustain good relations with the Holy Cross Retreat Foundation with solid proposals, good communication and reporting.
- Sustain Franciscan Festival of Fine Arts as a means of income and good promotion.
- Have an annual appeal in December and Raffle ticket sales during Franciscan Festival.
- Expand and maintain gift shop.

What will be done	Who	By When	Measure	Target	Result
Submit grant requests to other sources	Business Manager	Each year	As needed	More new income	

- Recent grants of \$3,000 over two years from National Fraternity of the Secular Franciscan Order, \$10,000 from Estrellas Brillantes, \$18,000 from Anthonian Association
- Holy Cross Foundation has provided grants to improve infrastructure, remodel retreat rooms and other buildings, purchase new equipment and pave the road among many other projects.

Strategy 5. To 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 Mgr and each area	Summer 2019	Manuals created or revised	Good records for upcoming years	Many done but still need some
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.
Evaluate essential functions of current office staff and train to reallocate duties performed by the current Director and determine whether additional staff will be needed	Staff	2019	Better sense if another person is justified and what the job description would entail by 2020	Adequate staff in preparation for transition to a new director by 2021	
Contribute surplus funds to the Province each year	Staff and volunteers	August each year	\$75,000.00 per year	Financial assistance for province needs	