

**HOLY CROSS RETREAT CENTER  
STRATEGIC PLAN**

**Initially approved by the team July 2011, reviewed in fall each year with the Definitory  
Updated 11/5/2015**

*(Yellow highlights are recent changes) (Should we remove items from past that are finished?)*

**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 cancer 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*

<i>What will be done</i>	<i>Who</i>	<i>By When</i>	<i>Measure</i>	<i>Target</i>	<i>Result</i>
<i>Respond with interest to inquiries and initiate contact if needed.</i>	<i>Facilities director</i>	<i>Ongoing</i>	<i>Better planning and scheduling</i>	<i>Less guesswork, satisfied inquirers</i>	<i>Quick response so far.</i>
<i>Interact with each group throughout their stay, have a staff member present each day.</i>	<i>Tom, Debbie, and Donna</i>	<i>Each time</i>	<i>Comments on evaluations and personally</i>	<i>Very high return rate of groups and individuals</i>	<i>In process, good comments</i>
<i>Send out contracts and information at least 8 months ahead of time</i>	<i>Facilities director</i>	<i>ongoing</i>	<i>All contracts are mailed on time</i>	<i>Signed contracts and deposits received</i>	<i>Done for 2016</i>
<i>Verify that contracts are signed and returned within a month or so, deposits received.</i>	<i>Facilities director</i>	<i>ongoing</i>	<i>Status noted in the software</i>	<i>few cancelations late, allowing for rebooking</i>	<i>All 2016 weekends except two are scheduled</i>
<i>Incorporate suggestions from evaluations and seek out input from them for future plans</i>	<i>Retreat, facilities, and maintenance</i>	<i>Ongoing</i>	<i>Quick response to concerns, more ideas</i>	<i>Fewer criticisms, fresh ideas for the future. Send out token of thanks for good suggestions.</i>	<i>Ongoing, response to physical plant and ideas</i>
<i>Diversify the menu based on type of group and length of stay</i>	<i>Debbie and Jessica</i>	<i>Ongoing</i>	<i>Wider variety of foods, Esther help with planning</i>	<i>Retreatants can't guess what will be served, yet keep favorite items</i>	<i>We have a different person making menus now</i>

**Strategy 2. To improve communication with groups and individuals**

<i>What will be done</i>	<i>Who</i>	<i>By When</i>	<i>Measure</i>	<i>Target</i>	<i>Result</i>
<i>Continue bimonthly e-newsletter, an annual report in early Dec with year end donation option, June newsletter mailed to those without</i>	<i>Retreat director and Debbie</i>	<i>Every two months</i>	<i>Pleasant promotion of center, better contact with those</i>	<i>Brief, occasional reminders</i>	<i>Digital news sent every 2 months beg. 9/11, emails to promote retreats,</i>

<i>email, with retreat schedule</i>			<i>without email.</i>		<i>annual report in Dec. email and mail.</i>
<i>Continued upgrading of the web site, and new site for the Franciscan Festival of Fine Arts, Make web site ready for mobile phones</i>	<i>Ray Duran and retreat dir</i>	<i>ongoing</i>	<i>More hits and requests</i>	<i>Better communication</i>	<i>Updated regularly, can use Paypal for donations. Festival website was up for 2011. Facebook page added 7 12</i>
<i>Prepare an annual report, with progress on Chapel and other aspects, include finances.</i>	<i>Director and business manager</i>	<i>Jan of each year</i>	<i>Annual report well planned and designed</i>	<i>Communication and accountability</i>	<i>Completed for 2012 &amp; 2013, mailed Dec. 2014, preparing for 15</i>

## **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**

<i>What will be done</i>	<i>Who</i>	<i>By When</i>	<i>Measure</i>	<i>Target</i>	<i>Result</i>
<i>Listen to what people are requesting, consult, and organize spiritual renewal experiences</i>	<i>Retreat and facilities directors</i>	<i>Ongoing</i>	<i>Attentiveness to impressions and new ideas</i>	<i>Programs that respond to people's interests</i>	<i>Appealing list of retreats, missions, and events each year</i>
<i>Expand opportunities for Spanish speaking people</i>	<i>Retreat director</i>	<i>ongoing</i>	<i>Two extra events per year</i>	<i>Increased bilingual exposure</i>	<i>Spanish contemplative retreat 2013, ½ ACTS in Spanish, 2015</i>
<i>Reach out to SFO groups in the region to invite them here regularly</i>	<i>Facilities director</i>	<i>ongoing</i>	<i>Invitations to all regional SFO groups</i>	<i>Lay Franciscan involvement more obvious</i>	<i>Las Cruces group meeting here, Tom led Franciscan retreat 2012-2015, and is SA in El Paso.</i>
<i>Place more Franciscan materials in the rooms and visible to guests</i>	<i>Retreat dir.</i>	<i>ongoing</i>	<i>Messenger of St. Anthony, Province news is visible</i>	<i>Franciscan education and new contacts for Province, NM and EP missions will be in Large Conference room</i>	<i>Franciscan Province newsletter, Eng. and Span. in the rooms and Chapel. 3 Vocation posters visible.</i>
<i>Plan and lead a pilgrimage to early Franciscan missions in New Mexico and El Paso area.</i>	<i>Director</i>	<i>ongoing</i>	<i>Each year</i>	<i>adults</i>	<i>Pilgrimages in 2013-2015, Scheduled for Jul 2016</i>

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

<i>What will be done</i>	<i>Who</i>	<i>By When</i>	<i>Measure</i>	<i>Target</i>	<i>Result</i>
<i>Work with diaconate programs in Las Cruces and El Paso</i>	<i>Retreat and facilities dir.</i>	<i>ongoing</i>	<i>Regular groups of LC and 3/year with El</i>	<i>Ongoing ministry to them beyond formation</i>	<i>We host formation for working with EP and</i>

			<i>Paso</i>		<i>LC dioceses on joint program for fall 2016</i>
<i>Increase contacts with NMSU students and faculty and other organizations and businesses</i>	<i>Business Manager</i>	<i>ongoing</i>	<i>New groups each year</i>	<i>Better use of midweek times</i>	<i>16 groups came in 2015</i>
<i>Organize formation and education for the local area</i>	<i>Retreat dir.</i>	<i>2016</i>	<i>Catholic lay formation, more religious groups</i>	<i>HCR as locus for LC lay formation program,</i>	<i>In process</i>

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

<i>What will be done</i>	<i>Who</i>	<i>By When</i>	<i>Measure</i>	<i>Target</i>	<i>Result</i>
<i>Transitus (a ceremony recalling the death of St. Francis of Assisi)</i>	<i>SFO leaders</i>	<i>Each October</i>	<i>Bilingual service open to non Franciscans as well</i>	<i>Wider appreciation of Franciscan traditions</i>	<i>Organized and led in 2015 by UTEP campus ministry</i>
<i>Expand Franciscan Festival of Fine Arts</i>	<i>Festival committee</i>	<i>Each Sept.</i>	<i>92 artists in 2015, enchilada dinner and beer/wine garden,</i>	<i>Promotion of art and income for Retreat Center</i>	<i>5,000 people came in 2015, many who had not been here before.</i>
<i>Day programs and more outreach for Senior Citizens</i>	<i>Business manager, Tom,</i>	<i>2016</i>	<i>Series developed to engage senior citizens</i>	<i>Contact with retirees who live in the area</i>	<i>Pilgrimage, and widows group, but more needed</i>

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

<i>What will be done</i>	<i>Who</i>	<i>By When</i>	<i>Measure</i>	<i>Target</i>	<i>Result</i>
<i>Free room for cancer patients, and others needing a place to stay</i>	<i>Staff</i>	<i>Ongoing</i>	<i>Openness to new patients</i>	<i>Up to two or three per week</i>	<i>Dependent on referrals. Planning a retreat in 2016</i>
<i>Recovering Alcoholic retreats</i>	<i>Facilities dir.</i>	<i>Spring and fall</i>	<i>50+ at each retreat</i>	<i>Support for those in AA to be sober, healthy, and faithful</i>	<i>75 at fall 2011, 72 spring 2012, 60 and 55 in 2013, 65 and 117 in 2014, continuing</i>
<i>Provide discounts for those who want to use HCRC and have limited finances.</i>	<i>Tom and Debbie</i>	<i>ongoing</i>	<i>Fund and discounts given</i>	<i>More participants with limited finances coming</i>	<i>San Martin de Porres, Cancer retreat, and Encuentro Personal all get discounts</i>

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

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

<i>What will be done</i>	<i>Who</i>	<i>By When</i>	<i>Measure</i>	<i>Target</i>	<i>Result</i>
<i>Further improve the retreat rooms</i>	<i>Staff and volunteers</i>	<i>End of 2016</i>	<i>Rooms more comfortable, appealing</i>	<i>New floor covering on first floor rooms, Casita rooms upgraded.</i>	
<i>Make repairs and additions to facilities by volunteers when possible.</i>	<i>Good Works Volunteers</i>	<i>ongoing</i>	<i>Better quality care</i>	<i>List of ten projects finished, save funds, and keep them involved.</i>	
<i>Investigate design and location for a hermitage</i>	<i>Director</i>	<i>Spring 2016</i>	<i>Design, funding, and need assessment in place</i>	<i>Approval by definitory</i>	

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

<i>What will be done</i>	<i>Who</i>	<i>By When</i>	<i>Measure</i>	<i>Target</i>	<i>Result</i>
<i>New signs will be installed to guide people to the property and various areas.</i>	<i>Director</i>	<i>Fall 2016</i>	<i>Signs are pleasing and in place</i>	<i>Ease of entry and orientation</i>	<i>Reflective cross at entrance 3/12. Still working on it.</i>

### IV GOAL: We will maintain a sound financial base

#### Strategy 1. To increase income and use of the facility

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

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

<i>What will be done</i>	<i>Who</i>	<i>By When</i>	<i>Measure</i>	<i>Target</i>	<i>Result</i>
<i>Sustain good relations with the Holy Cross Retreat Foundation</i>	<i>Retreat dir. business manager</i>	<i>Ongoing</i>	<i>Solid proposals, new members on Foundation Board</i>	<i>Wise use of funds and good rapport</i>	<i>\$52,000 available in 2015 and all used</i>
<i>Improve Art Festival as means of</i>	<i>Staff and</i>	<i>Ongoing</i>	<i>Significant income</i>	<i>\$35,000.00</i>	<i>\$40,000.00 net in 2013-</i>

<i>income</i>	<i>volunteers</i>		<i>each year</i>		<i>2015</i>
<i>Submit grant requests to other sources</i>	<i>Business Manager</i>	<i>Each year</i>	<i>At least two per year</i>	<i>Supplementary income for special projects</i>	<i>Tom is likely able to get funding for sabbatical in Italy</i>
<i>Establish an annual appeal in Dec.</i>	<i>Retreat director and business Manager</i>	<i>Dec each year</i>	<i>Extra funding for special projects</i>	<i>\$20,000.00 per year</i>	<i>Successful in Dec. 2014</i>

**V GOAL: We will seek new ways to use the chapel to serve the retreat center**

<i>Consider groups which could be interested in the Chapel</i>	<i>Staff</i>	<i>Ongoing</i>	<i>Brochures and promotion</i>	<i>2-3 new groups</i>	
<i>Celebrate the completion of the Chapel</i>	<i>Staff</i>	<i>Summer 2016</i>	<i>Date set, donors invited, ceremony planned</i>	<i>Public event with thanks to all involved.</i>	
<i>Develop ways for future memorials or pavers to be added</i>	<i>Staff</i>	<i>ongoing</i>	<i>Information is available</i>	<i>Ongoing donations for the Retreat Center</i>	<i>Extra pavers purchased and available.</i>
<i>Investigate the possibility of designing and building a columbarium open to the area.</i>	<i>staff</i>	<i>July 2016</i>	<i>Consultation and support from local parishes and the diocese, master plan, design, ongoing care.</i>	<i>Plan for approval by the Definitory</i>	