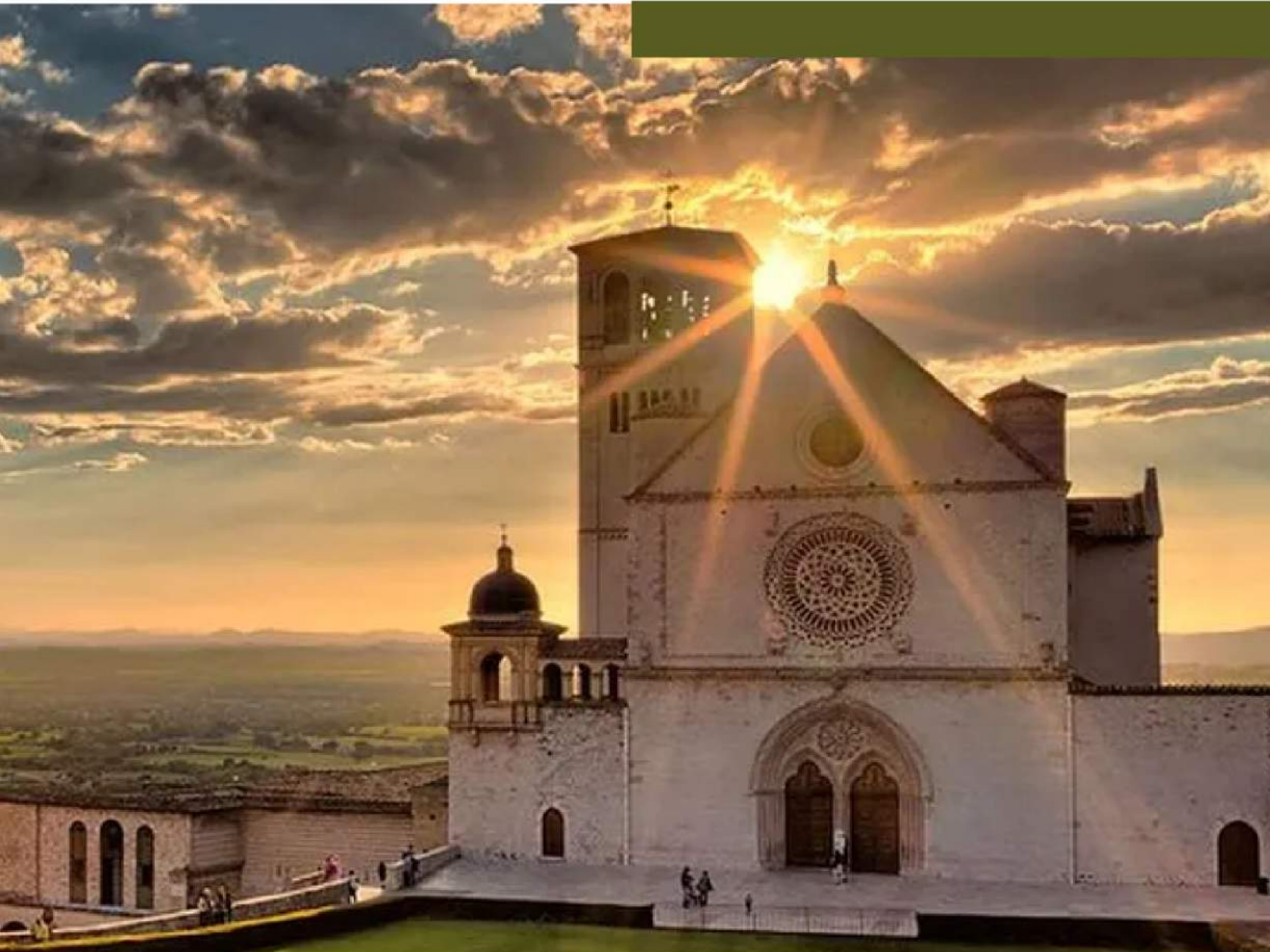


# NEW BOARD MEMBER ORIENTATION



# NEW BOARD MEMBER ORIENTATION

## AGENDA

*Friday  
Evening*

**5:00 PM - Meet in Lobby**

- Tour and Introductions
- Dinner to Follow

*Saturday  
Morning*

**8:00 AM - Breakfast**

**9:00 AM - Opening Prayer**

- Province Structure
- Stories of St. Francis and Clare
- Franciscan Culture & Tension

**12:00 PM - Lunch**

*Saturday  
Afternoon*

**1:00 PM - 4:30 PM**

- Ministry Governance, Pt. 1
- Board Best Practices

**5:30 PM - Evening Prayer/ Mass**

**6:00 PM - Dinner**

*Sunday  
Morning*

**8:00 AM - Breakfast**

**9:00 AM - 1:00 PM**

- Ministry Governance, Pt. 2
- Board Scenarios & Breakouts





## PROVINCE OF ST. BARBARA STRUCTURE & PURPOSE

### A History of Lay/Friar Partnerships



#### **THE FRANCISCAN FRIARS – 800 YEARS AND COUNTING**

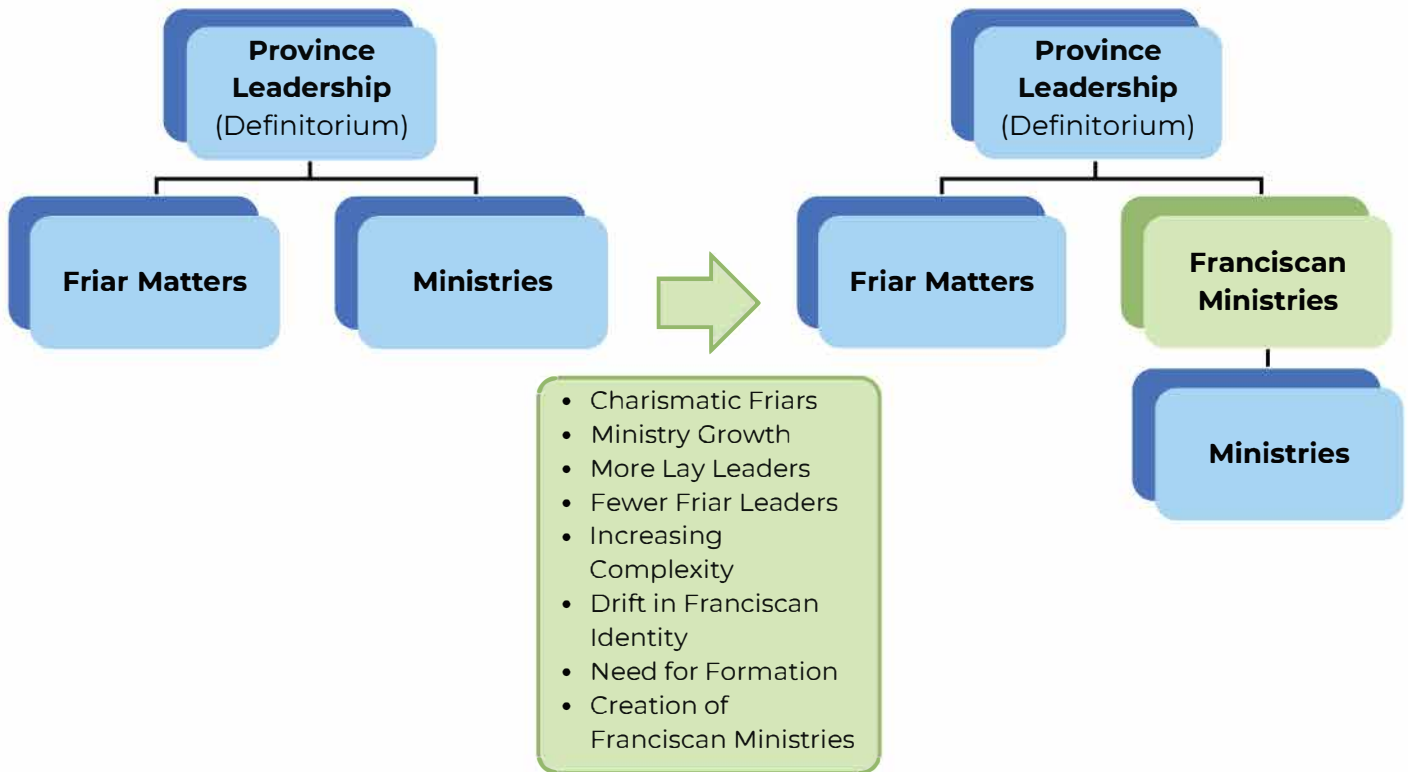
- The St Barbara Province of Friars Minor was established in 1915
- It is led by a Provincial, Vicar and 6 Councilors (called the Definitorium) and covers the western US and Mexico
- The Province has several ministries which were started by charismatic friars and are now led largely by lay people
- In 2021, Franciscan Ministries Inc. (FM) was formed. FM reports to the Definitorium and is entrusted with providing governance and support to our sponsored ministries so that they remain Franciscan, Catholic and sustainable
- FM is the Trustee for each of the Province's Sponsored Ministries



# A HISTORY OF LAY/FRIAR PARTNERSHIPS

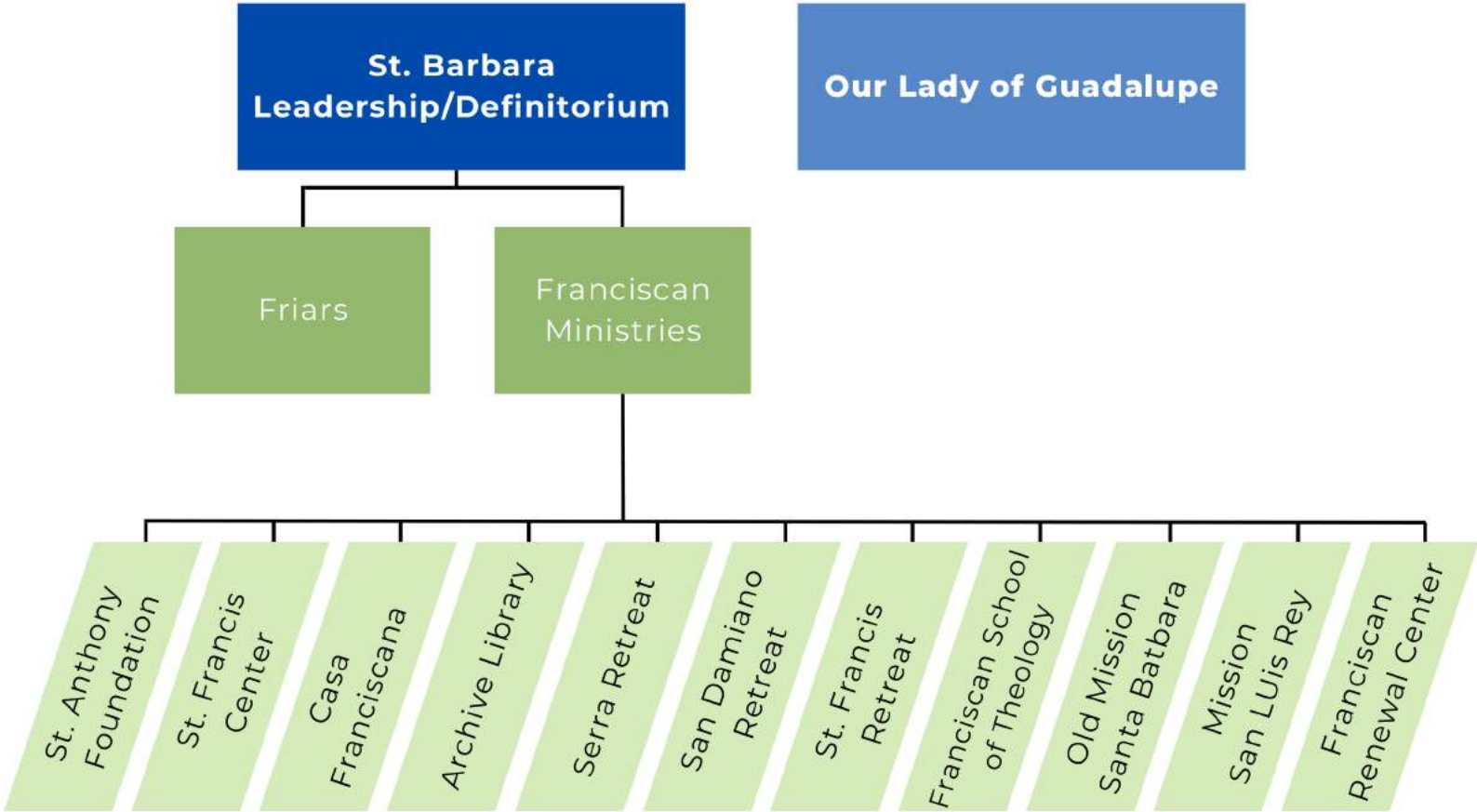


## THE PAST





### Two Sister Provinces



### OUR MINISTRIES:

<https://franciscanmissionintegration.org/ministry-locations>



## WHAT IS FRANCISCAN MINISTRIES?



A board of Friars and lay people who gather, govern, and support 11+ social service, retreat, educational, aging, grief ministries, and worshipping communities.

Primary focus is on ensuring a Catholic Franciscan Culture

Secondary focus is on sustainability of ministry

The laypeople on the FM board are chosen because they have adopted the Franciscan worldview and are trying to live a life based on Franciscan theology and values.





# WHO IS FRANCISCAN MINISTRIES?



**Fr. David Gaa**  
Provincial, SBP



**Fr. Martin Ibarra**  
Vicar, SBP



**Kathleen Flanagan**  
President



**Fr. Joe Schwab**  
Secretary &  
Definitor, SBP



**Joe Atteridge**  
Treasurer, SBP



**Fr. Bill Farris**  
Board Member &  
Vicar, SJBP



**Kevin Gralen**  
Board Member



**Laura Chun**  
Executive Director,  
Mission Integration  
& Ministry Support



**Dave Nuttall**  
CFO



**Daisy Lopez Ward**  
Executive Assistant

**STAFF**



# The Purpose and Culture of the Ministries of the Order of Friars Minor

*Province of St. Barbara*

***Our purpose is to imitate God's all inclusive, extravagant love for each individual person by caring for their physical, emotional, spiritual, and intellectual needs on their life's journey.***

## Collaboration

Our thoughts, behaviors, and decisions are based on inclusive relationships.

## Interdependence

As a part of a Divine ecosystem, we carefully consider how our actions impact others. We understand that each Ministry is a part of and contributes to the larger Franciscan movement and the work of the Church in the world.

## Awareness & Self Reflection

We practice self-reflection through a process of increasing interior awareness and articulation of our motives and values.

## Accompaniment

We accept people where they are and accompany them without judgement.

*We are grounded in the stories of Francis, Clare, and our Franciscan Heritage to deepen and further inform our understanding and articulation of what we mean by Franciscan culture.*





## Visible Signs that we are living out our Purpose

*Please use this as a self-assessment for boards and ministry leaders*

| Collaboration            |   |
|--------------------------|---|
| <input type="checkbox"/> | Prioritizing relationships  |
| <input type="checkbox"/> | Inclusive decision-making where stakeholders are identified and included  |
| <input type="checkbox"/> | Making decisions closest to those affected by them  |
| <input type="checkbox"/> | Encouraging and listening to different perspectives rather than refuting them   |
| <input type="checkbox"/> | Reaching beyond our ministry to the greater Province, Franciscan family, and community to seek input, feedback, and expertise |

| Interdependence          |   |
|--------------------------|---|
| <input type="checkbox"/> | Understanding that each ministry is one in a family of ministries sponsored by the Franciscan Order, we act with the interests of the whole in mind                   |
| <input type="checkbox"/> | Explicitly identifying who and what will be impacted by our behaviors and decisions and considering our impact before acting  |
| <input type="checkbox"/> | Embracing our reliance on others and others' reliance on us   |
| <input type="checkbox"/> | Having accepted our interdependence, we maintain an abundance mentality and share freely and generously, knowing that when we are in need, others will share with us. |

| Accompaniment            |  |
|--------------------------|--|
| <input type="checkbox"/> | Relating to each person as an individual, not simply as a member of a market or group  |
| <input type="checkbox"/> | Focusing on loving people, not solving their problems  |
| <input type="checkbox"/> | Respecting individuals by accepting them as they are; we make resources available, but resist defining organizational success as a change in an individual's status. (e.g. from unhoused to housed, from addiction to sobriety, from atheist to Christian). Our success metrics aren't outcome-oriented. |
| <input type="checkbox"/> | Humbly walking beside others, welcoming them, listening to them, inviting and responding to them and listening some more   |

| Awareness & Self Reflection |   |
|-----------------------------|---|
| <input type="checkbox"/>    | Conversations and discussions filled with the language of our shared purpose and values   |
| <input type="checkbox"/>    | Pacing decision-making to allow for further reflection or input, taking into account the foundational stories of the Franciscan Order and ministry origin |
| <input type="checkbox"/>    | Planning consistent time for formation, reflection, and retreats  |
| <input type="checkbox"/>    | Articulating our individual and collective motives, both in harmony and in tension with organizational purpose or values                                  |



## INTRODUCTION TO ST. FRANCIS & ST. CLARE

### *Francis*

St. Francis of Assisi is one of the most beloved of all the saints. Movies, books, and garden statues reflect a love for him in our modern culture. But who was he? What is the great attraction today of this man from the early 13th century?

Francesco di Pietro di Bernardone was the son of a wealthy cloth merchant with a rousing social life and dreams of attaining glory by becoming a celebrated knight. Living in a time of violence, as a young man Francis went to war twice, once on the winning side and once on the losing side. He spent a horrendous year as a prisoner of war in the neighboring city-state of Perugia. Disillusioned, he returned home still desiring to become a knight, but also spent time seeking and in prayer. When gazing at an image of Jesus on the cross in the little church at San Damiano, he heard the call to serve. Slowly, he began to see the world in a new way. He grew into his vocation, one step at a time.

His transformation began in rejecting the wealth of his father. As a young man while on a business trip to Rome, he exchanged his fine clothes with that of a beggar. He came home and was inspired to share his wealth with the poor. Eventually his understanding of non-possessiveness became so complete that he rejected his life of wealth entirely and chose to live the life of a penitent. In the streets where he had previously partied flamboyantly with his friends, Francis begged for stones to rebuild the small rural churches that had fallen into disrepair.

But it was in his personal interaction with the very people he previously considered repulsive that was most impactful to him. Like many people of his time, Francis was repulsed by the sight and smell of the lepers that were banished to the margins of society. It was in reaching out and showing kindness to people suffering from leprosy that changed his perspective of the world. Years later, Francis looked back, identified this as a pivotal experience in his life saying that 'the Lord led him among people who had leprosy and he showed mercy to them.' An experience that had been exceptionally bitter for him, now seemed sweet.





## INTRODUCTION TO ST. FRANCIS & ST. CLARE

### **Francis (cont.)**

God, for Francis, was a God of love, someone personally close – a loving parent. Francis embraced the humanity of Jesus, brother to us all. Jesus was the connecting link to all of God's creation. Throughout his ministry, Francis celebrated the interconnectedness of all of creation, seen beautifully in the lyrics of his most joyful of songs, his 'Canticle of the Creatures.' In it he praises God, our interconnectedness with all of creation, forgiveness of our fellow human beings, and blessings to those who make peace.

Br. Bill Short OFM shares that the basic intuition of Francis was as simple as it was difficult. Francis wanted to follow the teaching and the footprints of Jesus. To know the teaching of Jesus he listened to the reading of the Gospel, and he focused especially on any passage in which Jesus is speaking. Then he would ask himself, "How can I put this into practice today?" In the same way he looked for what he called the "footprints" of Jesus. These were not words but actions of Jesus in the Gospel – healing the sick, washing feet, fasting, and praying in the desert. Francis would then try to do similar things in his own life. A dramatic example illustrates this point.



Francis heard the command of Jesus, "Love your enemies," and chose the person many considered "Public Enemy Number One" in his day, the leader of the Muslim armies fighting with the Christian armies in the Crusade, the Sultan of Egypt Malek el Khamil. In 1219, in a time when the Pope was sending Christian armies, Francis traveled all the way to the mouth of the Nile River in Egypt in

order to meet this "enemy," exposing himself to the possibility of death in the process. Much to the surprise of just about everyone, Francis was received very kindly by the Sultan, who listened to the preaching of Francis very willingly. A decade after Francis' death the same Sultan agreed to a peace treaty with Christian forces, allowing Christians to return to the holy places in Jerusalem, Bethlehem, and Nazareth.







## INTRODUCTION TO ST. FRANCIS & ST. CLARE

### Relevance to Board Service

- **We Follow the Gospel:** The Gospel is our north star. Our actions and decision, like those of Francis, should reflect the words and values of Jesus in the Gospel.
- **We Respect the Church:** Although we may not agree personally with every position held by the Church or Church hierarchy, our actions and decisions respect the Church's position and show respect toward all church representatives.
- **We include the Marginalized:** Programs should serve and include the marginalized. We give voice to those who are left out and show and honor every individual's dignity.
- **We accompany people:** We accept people where they are at; we don't view them as a problem to be solved. Our programs should reflect our desire to accompany - not fix - people.
- **We are peacemakers:** We engage in honest conversations. Our language, tone, and actions are non-violent and caring. We advocate for peace, but we do not ever take an oppositional position. We assume good intentions.
- **We consider our interconnectedness when making decisions:** St. Francis tells us we are one creature among many. Our actions are based on collaboration and reflect consideration of the impact our decisions will have on staff, the greater Province, the environment, our neighbors, FM, the city, etc.
- **We recognize the good:** We look for the good and celebrate the God given goodness all of creation. It is the goodness of others that motivates our care for those who suffer injustice and exclusion in our society, and it the goodness of our fellow board members, co-ministers, volunteers, and benefactors as well as those we serve that sustain our ministry.



## INTRODUCTION TO ST. FRANCIS & ST. CLARE

### Clare



Clare, Chiara di Favarone, a young noble woman with a reputation for goodness among the people of Assisi, would have been expected to marry to increase her family's wealth and power. However, Clare heard a man named Francis preach and she was intrigued. Francis likely had also heard of her reputation for holiness and good works and sought her out as well. They began to meet secretly, and Francis urged her to enter the religious life. On Palm Sunday, 1212, Clare snuck out of her home during the night and through the winding streets of Assisi to join Francis and the brothers at the little church called the Portiuncula. Clare gave up the

status and wealth of her family to follow Francis into a life of evangelical poverty. Her deep spirituality became well known, and many women flocked to join her and became known as the "the "Poor Ladies" of Assisi, followers of the Poor Man of Assisi." The sisters lived together in the convent at San Damiano, just outside Assisi.

Medieval monasteries and convents could be places of great institutional wealth. Convents often received gifts of land and wealth from the local community and from the doweries of the sisters entering from noble families. These resources provided financial and physical security. Clare's vision was radically different. Clare embraced poverty, completely trusting in God to provide for her community.

There was no holding wealth or property 'just in case'; Clare championed complete trust in God. This was radical and different from any other women's religious community.

Within traditional medieval convents it was commonplace for the sisters to be given sorted into roles based on the wealth and nobility of their families. Some would be the 'choir sisters' and learn to sing beautifully (and be appreciated by the congregation who would come to the church to hear





## INTRODUCTION TO ST. FRANCIS & ST. CLARE

### *Clare (cont.)*

them sing). Others would be engaged in physical labor and meet the physical needs of the convent. Clare and her sisters lived differently. No one was above another, regardless of one's previous station in life. Any sister could be assigned to any job or any seat at the table. It was a new way to live in a society very stratified by social class.

The medieval convent was also a place where the abbess could wield tremendous power. Clare, again, was different. She did not seek leadership but took on the role of leader only because St. Francis asked that she do so. Clare was also collaborative; she made a practice of consulting with her sisters when making decisions that would impact them all.

As a leader, Clare served her sisters. After she died, witnesses to Clare's life spoke of her courage and compassion in both her interactions with the sisters and the community. Clare and her sisters cared for the sick, including the hands-on messy parts of patient care.

Clare was fearless; when Assisi was invaded by hostile forces, Clare had the fierce faith and courage to confront the Saracen mercenaries on her doorstep, putting herself between the violent invaders and her sisters. Clare was gentle and was full of humility; she lovingly washed her sister's feet. Clare was tenacious; she respectfully disagreed with Popes regarding the countercultural choices she made for herself and her community regarding evangelical poverty. Clare was tender; she wept when St. Francis died... For Clare, it was okay to be human.

Clare also left us her writings. We have four surviving letters where she instructs St. Agnes, a Bohemian princess, in the spiritual life and evangelical poverty. Over the many years of their letters, they develop a deep spiritual friendship, having never actually met in person.

Clare was also the first woman in history to write a 'Rule,' or 'Form of Life' for a women's religious community. Her Rule ensured space for differences and discernment among the sisters. It ensured collaboration and listening to each other. Most notably, it featured her radical view of following the footprints of Christ in radical evangelical poverty inspired by St. Francis of



# INTRODUCTION TO ST. FRANCIS & ST. CLARE

## Clare (cont.)

Assisi. Although many authorities challenged her desire for evangelical poverty, Clare was steadfast and before the end of her life, her Rule was approved by the Pope himself.

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### Relevance to Board Service

- **Poverty:** We embrace the Franciscan understanding of poverty and accept that a certain amount of financial uncertainty is desirable. Our goal is to be interdependent, never independent. Our reserves are modest. We recognize our interdependence on donors, economic conditions, needs of the province and others. As Board members, we manage and allocate financial resources based on a sense of generosity, an abundance mentality, and trust in God's providence.
- **We act with subsidiarity:** We consult with those impacted by the decisions that the Board makes. We have a bias that those closest to the issue should generally be empowered to make the decision.
- **Servant Leader:** We are 'Servant-Leaders.' We don't throw our weight around. We serve the Trustees, the staff and those impacted by our ministry with humility.

1.Br. Bill Short, OFM, in a reflection given on the Feast of St. Francis at Mission San Luis Rey Parish from which this article draws significantly. Much appreciation to Br. Bill Short for his generosity.  
 2.Guided by Francis and Clare, An Introduction to Our Province ." Franciscan Friars, Province of St. Barbara, 2018.  
 3.Br. Bill Short, OFM  
 4.Ibid  
 5.Ignatius C. Brady, "Clare of Assisi," in Francis and Clare: The Complete Works (London: SPCK, 1982), 170.  
 6.Ibid, 170.  
 7.Fr. Joe Schwab, OFM, Reflections while on Pilgrimage in Assisi  
 8.Ibid  
 9.Inspired by a reflection written by Sr. Madeline Fitzgerald, OSC.





FRANCISCAN FOUNDATION: *RELATIONSHIPS***“EACH”**

not “humanity”,  
not “everyone”,  
not “all”,  
not “the homeless,”  
not the lawn,  
not the class.







# The Purpose and Culture of the Ministries of the Order of Friars Minor

*Province of St. Barbara*

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| <input type="checkbox"/>    | Planning consistent time for formation, reflection, and retreats  |
| <input type="checkbox"/>    | Articulating our individual and collective motives, both in harmony and in tension with organizational purpose or values                                  |





## CULTURE DRIVES EVERYTHING – EVEN METRICS



An organization’s culture is reflected in its metrics. It is important to understand the distinction between “success metrics” and trending data”.

**Success Metrics** aligned with our Franciscan purpose and culture and are tactical organizational and leadership objectives or goals. Success metrics are not based on outcomes. They are generally focused on accompaniment and relationships.

**Trending Data** does not qualify as success metrics and aren’t appropriate to express as organizational or leadership goals, but may provide insight into the demand for, or quality of, our programs, reveal market trends, or provide information that is required for external reporting.

| Measuring <b>SUCCESS</b>   | <b>TRENDING DATA</b>  |
|--|---|
| Counseling Service - Better serve our community by extending hours of our mental health service to include evenings.   | -number of counselors available 5-8pm<br>-number of appointments during 5-8pm                                 |
| Low Income Dining room – Provide a variety of free, tasty, and healthy meal within budget in a setting where each guest is greeted personally, served with a smile, and where friendly dialogue is fostered by volunteers who move through the dining room and serve as bussers. | -Number of meals served<br>-Number of volunteers versus number needed for high service.<br>-Guest evaluations |
| <b>PLANT –</b><br>Exterior of building reflects through words, art, and symbols that we are a Franciscan organization. Grounds are safe and reflects the beauty of the creator and draw people into a sense of awe.  | -# of visitors<br>-Visitor evaluations<br>-Inspections (by leadership, outsiders, insurance)                  |



|  |   |
|--|---|
| <p>Rooms provide a welcoming space for reflection and prayer.<br/>Our stories and values are clearly communicated throughout our location through stories.</p>   |   |
| <p>RETREATS – We provide a welcoming space for groups to spend time in spiritual reflection. The grounds provide adequate quiet space 24/7, and natural spaces/walks/gardens that encourage reflection. At least 20% of retreats are led by Franciscan retreat leaders on Franciscan topics. The experience of being on retreat leads people to come back.</p> | <ul style="list-style-type: none"> <li>-% of return retreats</li> <li>-% of return visitor</li> <li>- # of private retreats</li> <li>- # of retreatants attending spiritual direction</li> <li>-type of retreat by percentage</li> <li>-attendance of sponsored retreats</li> <li>-occupancy rates</li> </ul> |
| <p>DEVELOPMENT – Increase sustainability while also relying on the providence of God. Establish a planned giving program and apply for grants that align with values.</p>  | <ul style="list-style-type: none"> <li>-# of people participating in planned giving</li> <li>-dollar amount of committed gifts</li> <li>-number of grants applied/grants received</li> </ul>  |

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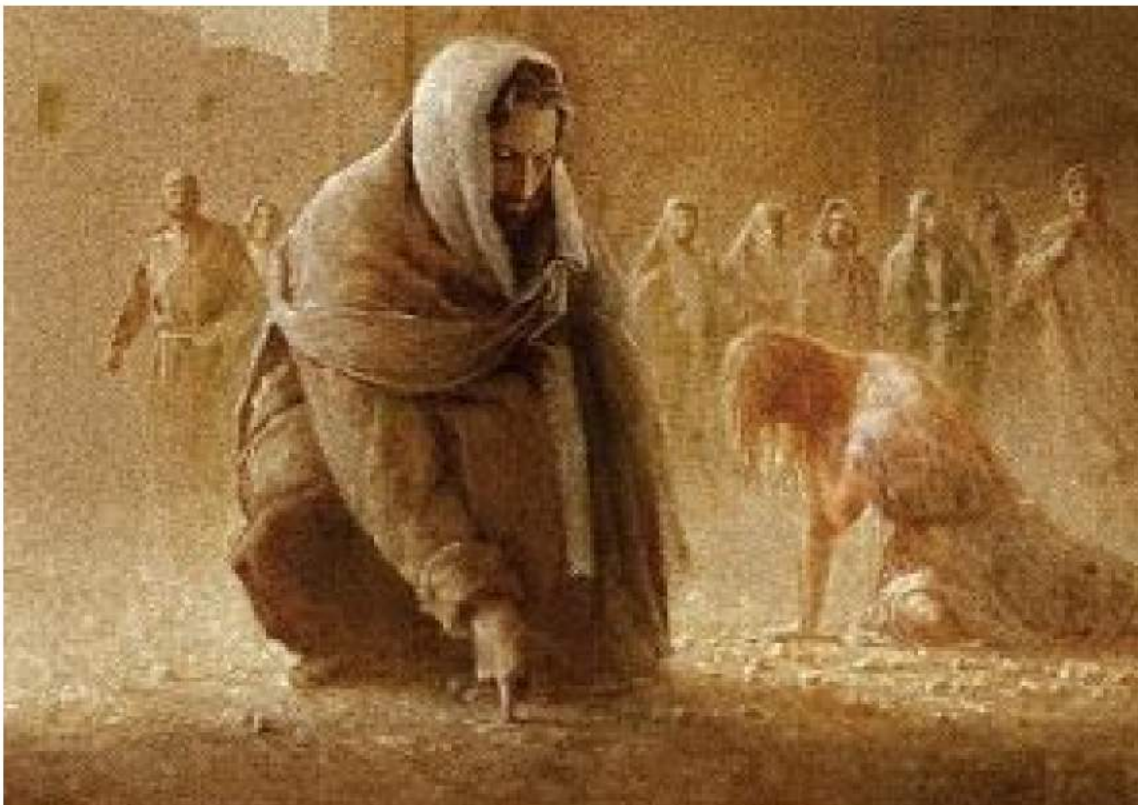
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1. Franciscan values differ from the values that made me successful in my prior endeavors or that I hold dear.
2. Personal Beliefs Don't Align with a Catholic, Franciscan Culture.
3. Needs of the Greater Province (or others) are in tension with the needs of a single ministry.

### **Creative Tension**



## BOARD MEMBER TENSIONS & FIT

### Important Questions for Any Board Member

*Am I willing to put Franciscan values above my own when they conflict?*

*Am I willing to support and advance decisions aligned with Franciscan values even when I feel those values will slow the progress toward a ministry goal?*

**Answering YES suggests a good fit**

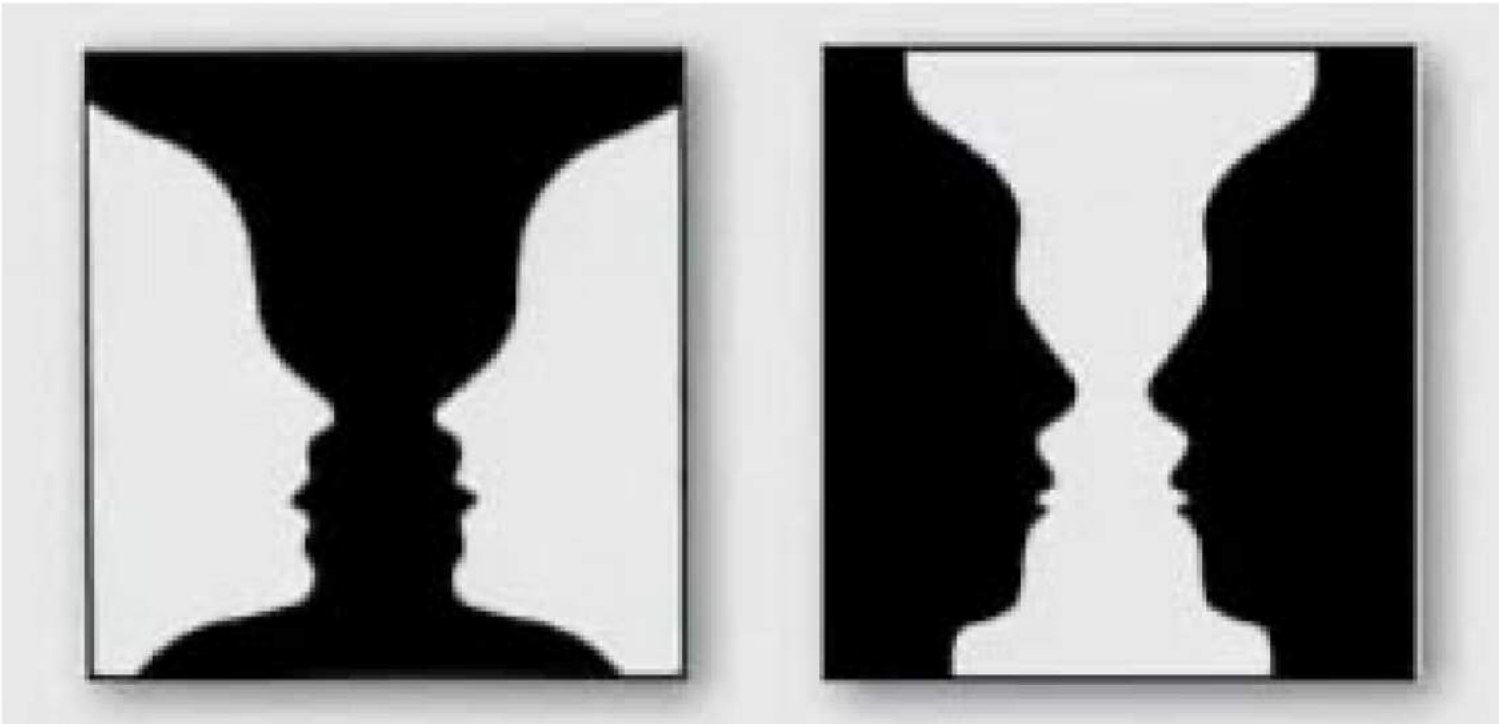




# MINISTRY GOVERNANCE

## Roles & Responsibilities

### The Challenge



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## Your ministry is a Sponsored Ministry of the Franciscan Friars



### What is a Sponsored Ministry?

**SPONSORSHIP** is a RELATIONSHIP between:

- A Catholic Organization (the sponsor)
- and
- A legal entity created for the purpose of doing the Sponsor's/Church's work in the world (the sponsored ministry)





# ROLES & RESPONSIBILITIES

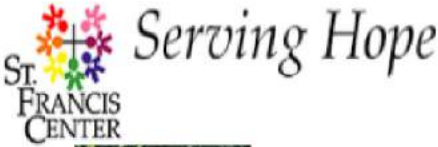
## In the Province of St. Barbara

The **SPONSOR** is:



FRANCISCAN MINISTRIES INC. REPRESENTS THE SPONSOR AS TRUSTEE OF ALL SPONSORED MINISTRIES

The **SPONSORED MINISTRIES** are:



## ROLE OF FRANCISCAN MINISTRIES (TRUSTEE)

### Appointment of Local Board Members

- All board members are appointed by the Trustee
- They are appointed in one of two ways:
  - Directly by the Trustee
  - By the Trustee in response to a recommendation from the ministry board





# ROLES & RESPONSIBILITIES OF LOCAL BOARDS

## Who Does the Local Board Represent?

### Starbucks

Shareholders

Board represents the shareholders

Decisions are made based on best interests of shareholders

Best interests of shareholders include serving customers, staff and community

### Your Ministry

Trustees

Board represents the Sponsor/Trustee

Decisions are made based on best interests, values and goals of sponsor

Best interests of sponsor include serving the ministry community, and staff

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**ROLES & RESPONSIBILITIES**

**Shared Governance Model of Sponsored Ministries**



FRANCISCAN MINISTRIES



LOCAL BOARDS



MANAGEMENT





## ROLE OF FRANCISCAN MINISTRIES (TRUSTEE)

### Franciscan Ministries Responsibilities\*

#### Define (w/Sponsor input)

- Catholic, Franciscan Culture
- Province-wide Mission
- Mission Integration Policies
- Corporate Purpose & Bylaws
- Financial Processes

#### Appoint

- Executive Director
- Board Members
- Board Chair

#### Approve

- Strategy
- Budgets and Financial Limits
- Capital Campaigns
- Any Loans
- Real Estate Transactions
- Legal Entities (Trusts, Endowments)
- Partnerships, Affiliations
- Dissolution

*\*See Reserved Powers Section of Bylaws for details*



## ROLE OF FRANCISCAN MINISTRIES (TRUSTEE)

Section 1: The sole voting member of this Corporation (the "Trustee") shall be Franciscan Ministries, Inc., a California nonprofit religious corporation

Section 2: The following powers and duties are reserved to the Trustee:

1. To approve the mission statement of the Corporation, as modified from time to time;
2. To approve a change in the philosophy, objectives, or purposes of the Corporation;
3. To approve any amendment, modification or repeal of the Articles as set forth in Corporations Code Section 503 provided that the Board of Directors (the "Board") shall also approve any such amendment, modification, or repeal;
4. To approve any amendment, modification, or repeal of these Bylaws as set forth in Corporations Code Section 5034;
5. To appoint and/or remove Directors with or without cause;
6. To appoint the Chair of the Board (the "Chair") in consultation with the Board;
7. To remove the Chair with or without cause;
8. To appoint the Executive Director in consultation with the Board;
9. To remove the Executive Director with or without cause;
10. To approve financial and operating limits of authority for the Board and Executive Director.
11. To approve annual operating and capital budgets of the Corporation, including any capital campaign, strategic, or other long-range plan;
12. To approve indebtedness incurred on the Corporation's behalf;
13. To acquire, purchase, sell, lease, transfer, or alter the zoning of any real property;
14. To approve a merger, consolidation, or affiliation of this Corporation with another corporation or organization;
15. To approve dissolution or termination of the Corporation and to approve the distribution of assets upon such determination or dissolution; and
16. To exercise all other powers conferred on statutory members by the Arizona Nonprofit Corporation Law, consistent with the Rules.





# ROLES & RESPONSIBILITIES OF LOCAL BOARDS

## Local Board Responsibilities

### Ensure Alignment with:

- Catholic, Franciscan Culture
- Province-wide Mission
- Mission Integration Policies
- Corporate Purpose & Bylaws

### Provide Oversight and Direction:

- Franciscan Culture
- Budgets & Financial Sustainability
- Strategy
- Board & Ministry Policies
- CEO Review

### Recommend for Appointment

- Executive Director
- Board Members
- Board Chair

### Provide Management with Input and Recommend to Trustees for Approval:

- Strategy
- Operating and Capital Budgets
- Loans and Real Estate Transactions
- Legal Entities (Trusts, Endowments)
- Partnerships, Affiliations, or Dissolution



## ROLES & RESPONSIBILITIES OF LOCAL BOARDS

### Board Governance Responsibilities

1. Implementing the **mission, philosophy and Franciscan Values** of the Corporation as determined by the Trustees;
2. Ensuring that **Catholic Franciscan Values, especially the principles of Catholic social teachings**, are evident in the culture and operations of the Corporation;
3. Representing the Trustees as stewards of the Corporation in the areas of **Mission, Franciscan Values** and **fiduciary** responsibilities for the Corporation's assets;
4. Overseeing the implementation of board policies governing the administration of the Corporation, **fiscal activities**, physical plant planning and personnel policy consistent with the policies of the Trustees;
5. Evaluating programs on a regular basis to determine their effectiveness in light of the **organization's mission, Franciscan Values, and service to the community.**
6. Oversight of the CEO/Executive Director role:
  - a. **Annually assessing the performance of the CEO;** and
  - b. Receiving and overseeing grievance procedures involving the CEO
7. Establishing policy as opposed to managing directly the operational affairs of the Corporation;





## ROLES & RESPONSIBILITIES OF LOCAL BOARDS

### Board Advisory Responsibilities

1. Nominating and recommending for appointment by the Trustees the following key roles for the Corporation
  - a. Members of the Board of Directors;
  - b. A person to serve as Chair of the Board of Directors;
  - c. A person to serve as CEO/Executive Director; and
2. In compliance with legal and regulatory requirements, recommend individuals to serve as Corporate Officers of the Corporation, including, as a minimum, the positions of President (or Chairperson), Secretary and Treasurer (or CFO).
3. Recommending for consideration and approval by the Trustees:
  - a. **Annual operating and capital budgets;**
  - b. The Corporation's strategic plan;
  - c. Financial and operating limits of authority for the Board of Directors; and
  - d. Amendments or alterations of these Bylaws.
4. Advising the CEO/Executive Director on issues raised concerning management of the business;
5. **Self-assessing the effectiveness of the Board of Directors in terms of its commitment to the mission, Franciscan Values, principles of Catholic social teachings and the stewardship for the governance and welfare of the organization.**



## The Value of Shared Governance

There is a long history of successful multi-tier decision making within Franciscan Orders and their varied local institutions. As with any large and dispersed organization, it is important to leverage the value that each board entity brings to optimize the impact of our decisioning.

The core competencies for each board are outlined below have been incorporated into the decision-making framework.

### - Local Board

- Personal relationships with any impacted parties.
- Close connection to issues impacting the community, staff, and leadership.
- Ability to leverage board and committee resources to fully understand complex issues and outline options.
- A detailed understanding of the institution's strategy and associated activities and programs to realize its potential.
- The experience to act as the key advisor in strategic planning and decisions.

### - Franciscan Ministries Board

- A practiced understanding of the Franciscan charism and ability to integrate that into each institution and their decision-making process.
- Broad understanding and tenure dealing with complex issues impacting the local institutions.
- Direct connection with the friars, friar leadership, their culture and overall mission.
- Experience and understanding of best practices related to culture, staffing, strategy and financial impacts.

The matrix below attempts to provide examples for how each board puts into action their unique value in these typical activities.

| LOCAL BOARD   | DECISION                         | FRANCISCAN MINISTRIES   |
|---|----------------------------------|---|
| <ul style="list-style-type: none"> <li>▪ ED job description definition</li> <li>▪ Hiring criteria definition and weighting for FM concurrence</li> <li>▪ First level candidate reviews and interviews</li> <li>▪ Hiring recommendation to FM</li> </ul>           | Hiring of the Executive Director | <ul style="list-style-type: none"> <li>▪ FM local board member inclusion in hiring criteria and first level interviews.</li> <li>▪ FM Board final review and appointment of ED</li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Coordination with ED a process for the strategy creation</li> <li>▪ Approval of local organization process for strategy creation/update</li> <li>▪ Coordinate with local process the alignment of local needs</li> </ul> | Institution's Strategy Plan      | <ul style="list-style-type: none"> <li>▪ Review of strategy alignment with FM purpose and values</li> <li>▪ Approval of recommendation</li> </ul>   |



|  |   |  |
|--|---|--|
| <p>with overall FM mission, policies and culture</p> <ul style="list-style-type: none"> <li>▪ Approval of local recommendation</li> <li>▪ Synthesis of strategy recommendation for FM review</li> </ul>  |   |  |
| <ul style="list-style-type: none"> <li>▪ Coordinated budgeting process with management for review and recommendation</li> <li>▪ Review of management’s recommendation, validated alignment with FM strategy, approval to recommend to FM</li> <li>▪ On-going high-level review of budgeting in year to understand impacts to ministry</li> </ul> | Annual Budget                           | <ul style="list-style-type: none"> <li>▪ Review of recommended budget for purpose/values/sustainability alignment and approval.</li> </ul>                     |
| <ul style="list-style-type: none"> <li>▪ Review of needed strategic areas of focus that require committee support</li> <li>▪ Develop and approve the committee charter</li> <li>▪ Assign a board member to participate in the committee work</li> <li>▪ Review recommendations made to the board for consideration</li> </ul>                    | Board Committee Creation and Management | No involvement   |
| <ul style="list-style-type: none"> <li>▪ Board Member job description definition</li> <li>▪ Hiring criteria defined for use in interview evaluations</li> <li>▪ Candidate interviews</li> <li>▪ Recommendation to FM Board for approval</li> </ul>   | Board Member Appointments               | <ul style="list-style-type: none"> <li>▪ FM board member inclusion in hiring criteria and interview process</li> <li>▪ FM Board review and approval</li> </ul> |





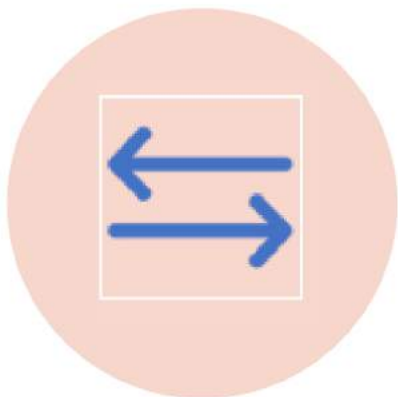
## ROLES & RESPONSIBILITIES OF LOCAL BOARDS

### Not the Role of the Board

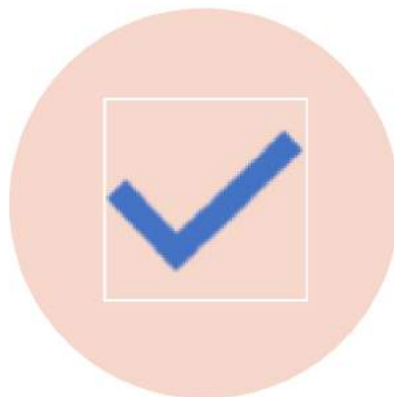
- Decisions about operations, programs, and staffing.
- Influencing the operation by making “suggestion” directly to staff or ED.
- To speak as an individual. Boards speak together with one voice.



## ROLES OF COMMITTEES



Receive their direction  
from board



Have charters approved  
by the board



Do the work



Make recommendations  
to the board



## ROLE OF THE EXECUTIVE DIRECTOR

- Lead and maintain a Franciscan, Catholic organizational culture.
- Participate in the development of the strategic plan and put approved plans into action.
- Implement policies set by the Trustees and local board.
- Manage ministry operations including staff, mission integration, finances, capital improvements, programs, and operational policies.
- Keep the board informed and ask for feedback
- Provide a safe environment







***Presented by Kerri Mollard***

*Founder and CEO  
Mollard Consulting, a nonprofit partner*





***Franciscan Ministries***  
*Committed to transparency*

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## FM GUIDANCE & FINANCIAL OVERSIGHT



### Guidance Documents

- Executive Director Selection & Appointment
- Board Member & Chair Selection & Appointment
- Budget Narratives & Process
- Real Estate Transactions
- Solidarity Contributions
- Strategic Plan
- Mission Integration Plan

**SEE APPENDIX D**







### **Budget Process**

- Direction for budget reviews will be distributed by May 15th
- Budget is an expression of how a ministry will get and spend resources to fulfill its mission.
- Budget narrative should highlight:
  - Linkage to Mission
  - Linkage to strategy
  - Human Resources
  - Market Trends
  - Financial Trends and Variances
  - Capital needs
  - Risks and Opportunities



## FM GUIDANCE & FINANCIAL OVERSIGHT

### From the CFO - My Best Advice

- Don't let finance related items (Financial Metric Review, P/L Review, Development, Capital Campaigns) take up more than 20% of board meeting agenda.
- Ensure that each ministries investment policy is aligned with Catholic values.
- Remember that real estate includes rentals, leases, purchases and incumbrances.
- Ask about separation of duties
- Be certain that Succession Planning includes plans for the sudden loss of key personnel.





## OUR NORTH STAR

We can think of PURPOSE as our North Star. It is easy to spot from anywhere, even cities, because it points true North and is visible even as the Earth turns. It illuminates our Mission and values.

It orients and grounds us just as it did those who used it to navigate across oceans and make their way through barren deserts without getting lost.

Just as it did for escaping slaves in the US. The North Star guided them north to the free states and Canada.

When we lose our direction, we can reorient ourselves, by looking to our Purpose. Our North Star.







## Mission Integration

### Educational & Experiential Offerings

- Pilgrimage to Assisi
- Immersion Experiences
- Legacy Day
- Formation Sessions
- Facilitated Discussions
- Website: [franciscanmissionintegration.org](https://franciscanmissionintegration.org)
- Videos & Reflections

### Board Accountabilities

- Lead with purpose
- Franciscan, Catholic culture and decision-making
- Annual Mission Integration Plan
- Mission Integration Assessment
- Participation in Formation





## Board Scenarios for Discussion

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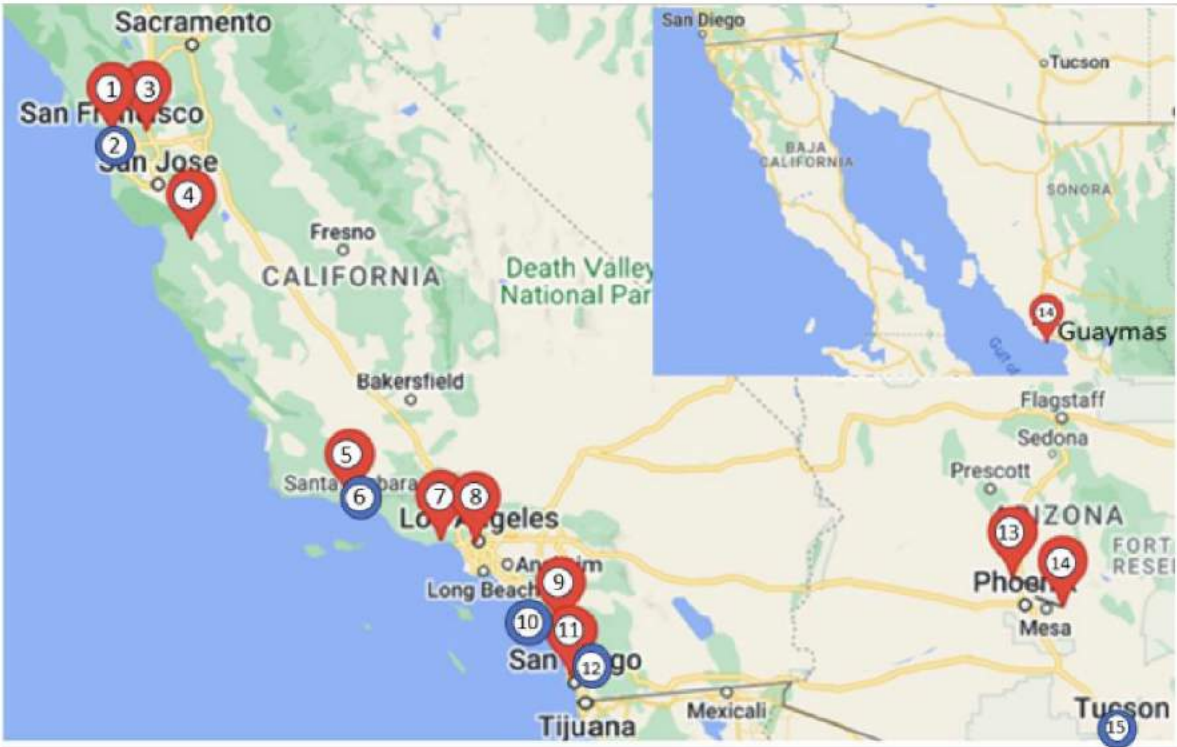




- A. List of Ministries
- B. Franciscan Ministries Members
- C. Bylaws
- D. Guidance Documents
- E. Mission Integration Plan & Assessment
- F. Strategy









# Franciscan Ministries in the West







|   |   |
|---|---|
| <p><b>1. St. Anthony Foundation</b></p>  | <p>St. Anthony's is the most comprehensive safety net service center in San Francisco, being founded in 1950. Every day, St. Anthony's provides essential services, health care, and gateways to stability to families and individuals in need. Everyone who comes through their doors joins the St. Anthony's family and helps St. Anthony's create a future where all people flourish.</p> <p>150 Golden Gate Avenue, San Francisco, CA, 94102<br/> <a href="https://www.stanthonysf.org/">https://www.stanthonysf.org/</a></p>   |
| <p><b>2. St. Boniface Parish</b></p>     | <p>The people of St. Boniface parish are a culturally diverse and inclusive Roman Catholic community deeply rooted in the Franciscan tradition, who seek a place of beauty, hope, and refuge. Our parish is an oasis in the Tenderloin neighborhood of San Francisco, opening their church during the day as a safe place for those experiencing homelessness to rest. In worship and ministry, the parishioners of St. Boniface are committed to proclaim the liberating message and practicing the values of the Gospel of Jesus Christ.</p> <p>133 Golden Gate Ave, San Francisco, CA 94102<br/> <a href="https://stbonifacesf.org/index.html">https://stbonifacesf.org/index.html</a></p> |



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| <p><b>3. San Damiano Retreat</b></p>         | <p>San Damiano Retreat has been a ministry of the Franciscan Friars of the Province of St. Barbara since 1961. The mission of San Damiano Retreat is to provide a hospitable place of spiritual renewal for people of all faiths in the tradition of St. Francis and St. Clare of Assisi.</p> <p>710 Highland Drive, Danville, CA 94526<br/> <a href="https://sandamiano.org/">https://sandamiano.org/</a></p>   |
| <p><b>4. St. Francis Retreat</b></p>         | <p>St. Francis Retreat Center is located in historic San Juan Bautista, California and provides a peaceful and contemplative environment conducive for renewal of mind, body and soul. In the Spirit of St. Francis of Assisi, the Center's staff commits itself to stewardship of the earth by honoring and preserving the Center's natural surroundings while extending hospitality and spiritual support to people of all faiths.</p> <p>549 Mission Vineyard Road, San Juan Bautista, California 95045<br/> <a href="https://www.stfrancisretreat.com/">https://www.stfrancisretreat.com/</a></p>  |
| <p><b>5. Old Mission Santa Barbara</b></p>  | <p>Old Mission Santa Barbara is a community of many parts, but one spirit. The Mission has served as a gathering place and spiritual home for many since its establishment in 1786. Today the Mission operations include a museum, gift shop, cemetery and mausoleum, historic gardens, as well as being the home to a community of Franciscan Friars. The Mission is also home base for Saint Barbara Parish, the Santa Bárbara Mission Archive-Library, and a Novitiate which provides the first year of education for Friars in training from across the United States.</p> <p>2201 Laguna Street, Santa Barbara, CA 93015<br/> <a href="https://www.santabarbaramission.org/">https://www.santabarbaramission.org/</a></p> |
| <p><b>6. St. Barbara Parish</b></p>        | <p>St. Barbara Parish at Old Mission Santa Barbara is a Franciscan center of evangelization. In response to God's call to love, we are a faith community that strives to live the gospel in prayer, formation, evangelization, outreach and stewardship in the Franciscan tradition.</p> <p>2201 Laguna Street, Santa Barbara, CA 93015<br/> <a href="https://www.saintbarbaraparish.org/">https://www.saintbarbaraparish.org/</a></p>   |









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| <p><b>7. Serra Retreat</b></p>                   | <p>Serra Retreat has been a Catholic retreat and conference center which provides the space, in a beautiful setting, for peace, serenity and reflection since 1942. Serra Retreat is located between the mountains and the ocean in Malibu, California. The Franciscan Friars continue the tradition for welcoming groups and personal retreats, as well as meetings, conferences and workshops. Serra Retreat provides a superb opportunity for church groups, schools, non-profit and profit organizations, to reflect, plan and set new goals.</p> <p>3401 Serra Road, Malibu, CA 90265<br/> <a href="https://serraretreat.com/">https://serraretreat.com/</a></p> |
| <p><b>8. St. Francis Center</b></p>             | <p>St. Francis Center has provided relief and support to homeless and extremely low-income individuals and families in Los Angeles since 1972. Much more than a soup kitchen or a food pantry, St. Francis Center offers a range of services to sustain and empower those in need and providing engaging volunteer opportunities. Welcoming all with joy, dignity, and compassion, the people of St. Francis Center dedicate themselves every day to Serving Hope.</p> <p>1835 S. Hope St., Los Angeles, CA 90015<br/> <a href="https://www.stfranciscenterla.org/">https://www.stfranciscenterla.org/</a></p>  |
| <p><b>9. Mission San Luis Rey</b></p>          | <p>Founded in 1798 and the largest of all the 21 California missions, Mission San Luis Rey is home to a community of Franciscan Friars and is open daily to the public in the Franciscan tradition of heritage and hospitality. Facilities include a Retreat Center with day and overnight programs for spiritual renewal and multi-function meeting spaces, a Cemetery open to all, the Mission Gift Shop, an interpretive Museum, and the Historic Church.</p> <p>4050 Mission Avenue, Oceanside, CA 92057<br/> <a href="https://www.sanluisrev.org/">https://www.sanluisrev.org/</a></p>   |
| <p><b>10. Mission San Luis Rey Parish</b></p>  | <p>In the Spirit of St. Francis, and as Catholics in a community of many cultures, we live the gospel of Jesus Christ. Strengthened by Word and Sacrament, we welcome all into God's inclusive love. We serve the poor, care for creation, and build a just and compassionate world.</p> <p>4070 Mission Avenue, Oceanside, CA 92057<br/> <a href="https://sanluisreyparish.org/">https://sanluisreyparish.org/</a></p>   |





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| <p><b>11. Franciscan School of Theology</b></p>  | <p>The mission of the Franciscan School of Theology is to prepare women and men for professional ministry in the Roman Catholic Church, for careers in theological education, and for living a life dedicated to solidarity with those on the margins of society and the Church in the knowledge of Christian faith. FST embodies Franciscan theology in a religiously and culturally diverse world. FST, in their living, their learning, their relationships, and their community address both the head and the heart by integrating the pastoral and academic dimensions of theological study.</p> <p>5998 Alcalá Park San Diego, CA 92110<br/> <a href="https://www.fst.edu">https://www.fst.edu</a></p> |
| <p><b>12. Immaculate Conception Parish</b></p>  | <p>It was here in Old Town San Diego that Saint Junípero Serra celebrated his First Holy Mass in California on July 2, 1769, near the site of the present Immaculate Conception Church. Immaculate Conception is an inclusive and caring faith community animated by the Gospel, Immaculate Conception Church embraces a rich Catholic heritage as it strives to manifest and celebrate the love of Christ through liturgy, sacrament, scripture, and service.</p> <p>2540 San Diego Ave, San Diego, CA 92110<br/> <a href="https://immaculate-conception-sandiego.org">https://immaculate-conception-sandiego.org</a></p>   |
| <p><b>13. Franciscan Renewal Center</b></p>    | <p>The Franciscan Renewal Center, fondly known as “the Casa,” is a place for spiritual growth, healing, and community that is open to everyone, regardless of faith, renewing lives through spiritual growth, healing and transformation, and service to others. The Franciscan Renewal Center was founded as a Catholic retreat, called 'Casa de Paz y Bien,' by the Friars in 1951 and remains an active religious community that seeks to follow in the footsteps of Saints Francis and Clare of Assisi.</p> <p>5802 E. Lincoln Drive, Scottsdale AZ 85253<br/> <a href="https://www.thecasa.org/">https://www.thecasa.org/</a></p>   |
| <p><b>14. Casa Franciscana Outreach</b></p>    | <p>Casa Franciscana Outreach in Scottsdale, Arizona supports the programs of Casa Franciscana serving the many needs of the marginalized population of Guaymas, Sonora, Mexico. Their support enables free medical/dental clinics, Mesón de Jesus (dining room), food packages for the home-bound and migrant shelter support. In collaboration with Shriners Hospitals, children with special needs, including orthopedic and burn issues, are transported to clinics in Phoenix for care.</p> <p>PO Box 15576, Scottsdale, AZ 85267<br/> <a href="https://casafranciscanaoutreach.org/">https://casafranciscanaoutreach.org/</a></p>   |



### 15. San Xavier del Bac Mission



The Mission was created to serve the needs of the local community, the village of Wa:k (San Xavier District) on the Tohono O'odham reservation. San Xavier Mission was founded as a Catholic mission by Father Eusebio Kino in 1692 and is the oldest intact European structure in Arizona. The church retains its original purpose of ministering to the religious needs of its parishioners.

1950 W San Xavier Rd, Tucson, AZ 85746



<https://sanxaviermission.org/>





## Franciscan Ministries

### Did You Know?

|   |   |
|---|---|
|  <p><b>Franciscan Friars</b><br/>PROVINCE OF SAINT BARBARA</p> | <p>The Franciscan friars (OFM) in the western United States are part of the Order of Friars Minor, a worldwide Roman Catholic religious community founded by St. Francis in Assisi over 800 years ago. Since its founding in 1915, the Province of St. Barbara is headquartered in Oakland, California and has fostered a broad range of ministries—shepherded by a host of dedicated and often colorful Franciscan friars!</p>   |
|  <p><b>Franciscan Ministries</b></p>                           | <p>Franciscan Ministries (FM) was established in January 2019 and incorporated in 2022. Its role is to provide stability to our sponsored ministries now and into the future. It is designed to support the Franciscan identity and sustainability of our ministries by provide them with the assistance and governance they need to manage their ministries in an increasingly complex world and remain a gift to the Church and society.</p> <p>The FM Board of Directors is made up of friars and lay members. Collectively, the FM board and staff members possess broad temporal expertise, Franciscan formation experience and a commitment to furthering the Franciscan charism. FM reports to the current Definitorium and is projected to continue to report to future Provincial administrations.</p> |

### Franciscan Ministries Board



#### Fr. David Gaa, OFM, Provincial Minister & FM Board Member

Fr. David is the Provincial Minister for the St. Barbara Province on the West Coast of the U.S and on the board of Franciscan Ministries. Fr. David spent seven years as pastor of a parish in Kazakhstan and more recently as pastor of Mission San Xavier del Bac, on a Native American Reservation in Arizona. He was Executive Director of Old Mission San Luis Rey when, in 2016, he was elected Provincial Minister. A native of Florida, Fr. David graduated from college with a degree in economics and finance. He moved to California as an adult, where he worked in the corporate world. Fr. David converted to Catholicism at the age of 24 and entered the Franciscan Order 10 years later. He made solemn (lifelong) vows as a friar and was ordained a Catholic priest in 1998 in Tucson, AZ.





### Franciscan Ministries Board (cont.)



#### **Fr. Martin Ibarra, OFM, Vicar Provincial & FM Board Member**

Fr. Martin Ibarra, OFM is the Vicar Provincial for the St. Barbara Province on the West Coast of the U.S., the Executive Director of Guaymas Mission, and a board member of Franciscan Ministries. Fr. Martin is from Aguascalientes, Mexico. He entered the Franciscan friars' formation program in Los Angeles in 1993, made solemn (lifelong) vows as a friar in 2003 and was ordained a priest in Oakland in 2008. He currently serves as executive director of Casa Franciscana, a Franciscan organization that ministers to the poor and marginalized in one of the most economically disadvantaged areas of Guaymas, Mexico. As vicar provincial, Fr. Martin serves as the administrative and fraternal leader of the province in the absence of the provincial, as well as serve on the province's Definitorium.



#### **Kathleen Flanagan, Chair/President**

Kathleen Flanagan is a native New Yorker who worked her way West. She held C-level positions in the e-commerce industry for over 20 years. A versatile executive, her career included leadership roles in start-ups, private and public companies. While in Arizona, Flanagan became an active member of the Franciscan Renewal Center. After a brief retirement from the corporate world, Flanagan's spiritual stirrings led her to accept the position of Executive Director at Mission San Luis Rey. In 2019, she left Mission San Luis Rey to take on the role of Executive Director, Mission Integration and Ministry Support. Today, she is President of Franciscan Ministries. Kathleen has served on a variety of arts, civic, and corporate boards. She is committed to improving the dignity of the poor and has worked with non-profit organizations in the U.S., EU, Peru, India, and Rwanda to reduce homelessness, eradicate poverty, improve women's rights and education, and increase investment in small business. Flanagan is on the boards of the Franciscan Renewal Center in Arizona, the Franciscan School of Theology, and Mission San Luis Rey. She is an avid traveler, a voracious reader, an occasional hiker, and a very blessed mother and grandmother.



#### **Fr. Joe Schwab, OFM, Secretary of the Board**

Fr. Joe Schwab, OFM, Secretary, is a member of the Definitorium of the Province of St. Barbara and a Secretary of the Board of Franciscan Ministries. Fr. Joe served as the Executive Director of the Franciscan Renewal Center for 24 years, until 2021. His dedicated leadership at FRC guided new programmatic and fundraising efforts and a culture grounded in Franciscan theology that positively impacted the community, including: developing and articulating a Franciscan culture that is grounded in historical documents; the RENEWING LIVES Capital Campaign, raising more than \$20M for new structures, remodeling of existing buildings and infrastructure; construction of the friary, the St. Clare Blessed Sacrament Chapel, the Assisi Guest Lodge, and the new Our Lady of the Angels Church.



## Franciscan Ministries Board (cont.)

**Joe Atteridge, Board Member (Interim Treasurer)**

Joe is a longtime Advisor to the Franciscan Province of St. Barbara and Franciscan Ministries board member. In addition to his roles with the Franciscan Province of St. Barbara, Joe serves as Managing Partner of The Pacific Institute (TPI). TPI is a global consulting firm focused on improving leadership and organizational performance with cognitive science. In his prior work, Joe has over 30 years of leadership experience in C-suite positions in the travel/technology industry. He has served on the board of several Franciscan ministries as well as several for profit companies. He has a BA from Providence College and an MBA, with honors, from ASU's Thunderbird School of Global Management. He and his wife reside in Scottsdale, AZ.

**Fr. Bill Farris, OFM, Board Member**

Fr. Bill Farris grew up in South Bend Indiana, the 2nd oldest of seven children. He was ordained in 1977. Upon finishing a Master's degree in English literature, he was appointed to the initial formation team, also in Southfield, and then spent six years on the post-novitiate team in Chicago until 1989. His first assignment in the Cincinnati archdiocese was as parochial vicar at Corpus Christi Parish in Cincinnati in 1990. Three years later he became pastor of St. Louis Parish in Batesville IN. In 2001 the Franciscan province assigned him to be president at Roger Bacon High School, a position which he held for twelve years. While assigned to Roger Bacon, Fr. Bill was elected to the first of three terms as province definitor. He helped develop a sponsorship manual which better articulated the relationships between the ministries and the province, and he brought more structure to the format of the annual meeting.

**Kevin Gralen, Board Member**

Kevin Gralen leads the development of corporate strategy, commercial operations, and marketing at TruLite Health, Inc. His career includes over thirty years of executive experience in sales, marketing, business development, operations and general management within software and technology companies.

Recently, Kevin was the Vice-President of Product Operations at Teladoc Health. His role was responsible for service line operations, optimization and scale of the telehealth platform and provider training across all service lines. He had previously been a partner in a mid-market turnaround consultancy and serial leader in eight start-up companies.

Kevin has been part of the Casa community for many years. He was Vice Chair at FRC and Chair of Casa Franciscana Outreach. He was involved with a variety of ministries including Catholics Can Come Home. He has recently returned from hiking the Camino de Santiago.





## Franciscan Ministries Staff

**Dave Nuttall, CFO**

Dave is the CFO of Franciscan Ministries and comes to the role with extensive corporate financial experience. Dave was the Vice President of Finance for Tandem Diabetes Care in San Diego for two years and prior to that was with Philips Healthcare in Carlsbad, CA for many years in various roles, including the Head of Finance for the Therapeutic Care Group and the General Manager for Hospital Respiratory Care Division. Dave is also the Co-Founder of Get Clean San Diego, LLC, a company which provides Alcohol & Drug free living environments for adults to transition back to a healthy, productive lives.

**Laura Chun, Executive Director, Mission Integration & Ministry Support**

Laura is the Executive Director of Mission Integration & Ministry Support with Franciscan Ministries. Laura previously was with AT&T as an Incident Manager and has had roles in Incident Management, Information Technologies Operations and Management as well as global Network Management. Laura holds a BS from the University of Illinois in both Psychology and Economics, a MBA from University of California, Irvine and a MA in Pastoral Studies from Loyola University, Chicago. Laura has been the Catholic Chaplain for the San Diego County Sheriff's Department and continues to be religious volunteer at the Vista Detention Facility. Laura has been deeply engaged in various ministries and parish life including Parent Sacramental Education, Religious Education for youth, Cultural Diversity Ministry, Pastoral Council, and the Altar Server Ministry. Laura and her husband Stephen have been married for 33 years and have three adult children. Laura is hiker, kayaker, traveler, and a professed member of the Secular Franciscan Order.

**Daisy Lopez Ward, Executive Assistant**

Daisy serves as the Executive Assistant for Franciscan Ministries. With a rich background in administrative assistance, board management, digital marketing, and event planning, she brings a multifaceted skill set to her role.

Daisy earned her Bachelor of Arts in Psychology from UC Santa Cruz, laying the foundation for her understanding of human behavior and interpersonal dynamics. Most of Daisy's professional journey has been devoted to the nonprofit realm, where she has lent her expertise to organizations focused on education, healthcare, and social services.

Residing in the coastal city of Oceanside, CA, Daisy has found a home where she balances her professional pursuits with her personal life. At the heart of her world are her husband and two young children, who inspire her to continue her meaningful work.





Amended and Restated Bylaws of  
**SPONSORED MINISTRY A**  
 A California Nonprofit Religious Corporation  
**ARTICLE 1: OFFICES**

The principal place of business of the corporation shall be in the Alameda County at 1500 34th Avenue, Oakland, CA 94601. The Members of the corporation after consultation with the Board of Directors may designate other places, either within or without the State of California, where other offices may be established and maintained and where corporate business may be transacted.

**ARTICLE 11: ORDER OF FRIARS MINOR**

This Corporation is an integral subordinate unit and part of the Roman Catholic Religious Order known as the Order of Friars Minor (the "Order"). The Rules, Regulations, Discipline, General Constitutions and Provincial Statutes of the Order (including Provincial Statutes of the Province of Saint Barbara, or the successor entity) (each as amended from time to time and collectively, the "Rules"), are incorporated by reference into these Bylaws. If there is any conflict between the Rules and these Bylaws, the Rules shall prevail, provided that such Rules are not inconsistent with law or the Corporation's Articles of Incorporation (the "Articles"). The Secretary of the Corporation shall keep a copy of the Rules with these Bylaws.

**ARTICLE 111: NONPROFIT RELIGIOUS CORPORATION**

Section 1: This Corporation is a nonprofit religious corporation and is not organized for the private gain of any person.

Section 2: The property of this Corporation is irrevocably dedicated to religious, educational and charitable purposes. Upon the dissolution or winding up of the Corporation, all of its business, properties and assets remaining after payment of all debts and liabilities, shall be distributed as provided in the Articles.

**ARTICLE IV: MEMBERS/TRUSTEE**

Section 1: The sole voting member of this Corporation (the "Trustee") shall be Franciscan Ministries, Inc., a California nonprofit religious corporation



Section 2: The following powers and duties are reserved to the Trustee:

1. To approve the mission statement of the Corporation, as modified from time to time;
2. To approve a change in the philosophy, objectives, or purposes of the Corporation;
3. To approve any amendment, modification or repeal of the Articles as set forth in Corporations Code Section 5034, provided that the Board of Directors (the "Board") shall also approve any such amendment, modification, or repeal;
4. To approve any amendment, modification, or repeal of these Bylaws as set forth in Corporations Code Section 5034;
5. To appoint and/or remove Directors with or without cause;
6. To appoint the Chair of the Board (the "Chair") in consultation with the Board;
7. To remove the Chair with or without cause;
8. To appoint the Executive Director in consultation with the Board;
9. To remove the Executive Director with or without cause;
10. To approve financial and operating limits of authority for the Board and Executive Director.
11. To approve annual operating and capital budgets of the Corporation, including any capital campaign, strategic, or other long-range plan;
12. To approve indebtedness incurred on the Corporation's behalf;
13. To acquire, purchase, sell, lease, transfer, or alter the zoning of any real property;
14. To approve a merger, consolidation, or affiliation of this Corporation with another corporation or organization;



15. To approve dissolution or termination of the Corporation and to approve the distribution of assets upon such determination or dissolution;

and

16. To exercise all other powers conferred on statutory members by the Arizona Nonprofit Corporation Law, consistent with the Rules.

Section 3: General Meeting of the Trustee will be held at least annually at such time and place, and under meeting protocols specified by the Rules.

## ARTICLE V: BOARD OF DIRECTORS

Section 1: Powers. Subject to applicable laws, and in accordance with the religious principles of the Order, this Corporation's activities, business, and affairs shall be managed, and all corporate powers (except for those specifically reserved to the Trustee in Article IV, Section 2 of these Bylaws) shall be exercised by or under the direction of the Board.

Section 2: Duties. In addition to any other duties imposed by California law or these Bylaws, the Board shall have the following governance and advisory duties:

### 1. Governance Duties:

- a. Implement, uphold, and perpetuate the mission, philosophy and Franciscan Values of the Corporation;
- b. Ensure that Franciscan Values, especially the principles of Catholic social teachings, are evident in the culture and operations of the Corporation;
- c. Serve as stewards of the Corporation in the areas of mission, Franciscan Values, and fiduciary responsibility for the Corporation's assets;
- d. Oversee implementation of Board policies governing the administration of the Corporation, its fiscal activities, physical plant planning, and personnel;





- e. Evaluate the Corporation's programs on a regular basis to determine their effectiveness in light of the organization's mission, Franciscan Values, and service to the community;
- f. Oversee the Executive Director by:
  - i. Annually assessing his or her performance;
  - ii. Overseeing grievance procedures involving the Executive Director; and
- g. Establish policy for the Corporation to enable the Executive Director to manage directly the daily operations of the Corporation.

## 2. Advisory Duties:

- a. Nominate and recommend for appointment by the Trustee the following key roles for the Corporation:
  - i. Directors; ii. Chair; and iii. Executive Director;
- b. Recommend for consideration and approval by the Trustee:
  - i. Annual operating and capital budgets; ii. The Corporation's strategic plan; iii. Financial and operating limits of authority for the Board; and iv. Amendment, modification, or repeal of these Bylaws;
- c. Advise the Executive Director on issues raised concerning management of the business of the Corporation; and
- d. Assess the effectiveness of the Board in terms of its commitment to the mission, Franciscan Values, stewardship of the Corporation's assets, and governance and welfare of the Corporation.

Section 3: Number. The number of Directors shall be no fewer than three (3) and no more than twenty-one (21), as established from time to time by resolution of the Board.



Section 4: Nomination and Appointment. Directors shall be appointed by the Trustee. The Board shall either appoint an ad hoc nominating committee or charge a standing committee with responsibility to make nominations to the Board. The nominations shall be proposed to the Board for recommendation to and consideration by the Trustee; provided that the Trustee may appoint Directors, who were not nominated by the Board.

Section 5: Election and Term of Office. Upon appointment by the Trustee, the term of office of each Director is three (3) years. No Director shall hold office for more than three (3) successive terms unless an extension is separately approved for good cause by the Trustee. Each Director shall hold office until expiration of the term for which elected and until a successor is elected and qualified.

Section 6: Resignation. A Director may resign effective upon written notice to the Chair unless such notice specifies a later time for the effectiveness of such resignation. The Chair may submit his/her resignation directly to the Trustee. The acceptance of such resignation shall not be necessary to make it effective. If the resignation is effective at a future time, a successor may be elected before such time, to take office when the resignation becomes effective.

Section 7: Vacancy. A vacancy on the Board shall be deemed to exist in the event of (a) the death, removal, or resignation of any Director; or (b) an increase in the authorized number of Directors.

Section 8: Removal. A Director may be removed by the Trustee with or without cause at any time. The Board shall remove a Director who fails to attend three (3) consecutive meetings of the Board without the prior consent of the Chair.

## ARTICLE VI: BOARD MEETINGS

Section 1: Place of Meetings. Board meetings may be held anywhere within or outside California designated by Board resolution.

Section 2: Annual Meeting. The Board shall hold a general annual meeting to elect officers and transact other business. Notice of this meeting is not required.

Section 3: Other Regular Meetings. Other regular meetings of the Board shall be held at least quarterly without notice at such time and place as the Board may fix





from time to time. Subject to other provisions of these Bylaws, any other proper business may be transacted at this meeting.

Section 4: Special Meetings. Special meetings of the Board may be called at any time by any officer or two Directors.

Section 5: Quorum. A majority of the Directors in office shall constitute a quorum for the transaction of any business except adjournment. Every action taken by a majority of the Directors present at a duly held meeting at which a quorum is present shall be an act of the Board. A meeting at which a quorum is initially present may continue to transact business, despite the withdrawal of some Directors, if any action taken is approved by at least a majority of the required quorum for that meeting.

Section 6: Method of Meetings. Directors may participate in a meeting by means of conference telephone, electronic video screen communication, or electronic transmission by and to the Corporation as described in Corporations Code Sections 20 and 21. Participation by conference telephone or electronic video screen communication shall constitute presence in person at that meeting as long as all Directors participating in the meeting are able to hear one another. Participation in a meeting by electronic transmission by and to the Corporation, other than conference telephone and electronic video screen communication, shall constitute presence in person at that meeting if (i) each Director participating in the meeting can communicate with all other Directors concurrently; and (ii) each Director is provided the means to participate in all matters before the Board, including, without limitation, the capacity to propose, or to interpose an objection to, a specific action to be taken by the Corporation.

Section 7: Action Without a Meeting by Written Consent. Any action required or permitted to be taken by the Board may be taken without a meeting, if all Directors consent in writing to the action. The written consent or consents shall be filed with the minutes of the proceedings of the Board. The action by written consent shall have the same force and effect as a unanimous vote of the Board.

Section 8: Other Attendees. At the invitation of the Board, outside participants such as the administrative staff may attend Board meetings to help inform the deliberations of the Board. Such participants shall be deemed guests of the Board





and shall have no voting rights. The Board may, at its option, excuse such participants in order to meet in executive session.

Section 9: Conflict of Interest. Any possible conflict of interest on the part of a Director shall be disclosed by such Director to the Board. Such Director shall abstain from voting on any matter involving such interest, shall not use personal influence on the matter, and shall not be counted in the quorum for a meeting at which Board action is to be taken on the matter. The Director may, however, briefly state a position on the matter, and answer pertinent questions of members of the Board. The minutes of all actions of the Board taken on such matters shall clearly reflect that these requirements have been met. Outside work or volunteer services involving the Order shall not be deemed a conflict of interest.

## ARTICLE VII: BOARD COMMITTEES

Section 1: Committees with Board Authority. The Board, by resolution adopted by a majority of the Directors then in office, may create one or more committees, each consisting of two or more Directors, to serve at the pleasure of the Board. Such committees shall include only Directors. Appointments to Board committees shall be by majority vote of the Directors then in office. The Board may appoint one or more Directors as alternate members of any such committee, who may replace any absent member at any meeting. Any such committee shall have all the authority of the Board to the extent provided in the Board resolution, except that no committee may: fill vacancies on the Board or any committee of the Board; fix compensation of the directors for serving on the Board or on any committee; amend or repeal bylaws or adopt new bylaws; amend or repeal any resolution of the Board that by its express terms is not amendable or repealable; create any other Board committees or appoint the members of such committees; or expend corporate funds to support a nominee for Director if more people have been nominated for Director than can be elected.

Section 2: Advisory Committees. The Board may also create one or more advisory committees to serve at the pleasure of the Board. Such committees shall not have the authority of the Board and may include both Directors and non-Directors.

Section 3: Executive Committee. Without limiting the foregoing, the Board shall appoint an Executive Committee on which the Board may confer the authority of the Board from time to time to perform specific tasks. This committee shall (i)



plan and administer the agenda for Board meetings; (ii) address all matters delegated to it by the Board; (iii) monitor ongoing issues before the Board and timely present them to the Board; (iv) at least annually, administer a process to evaluate the Executive Director and share the evaluation with the Board and the Trustee; and (v) nominate other members to the Executive Committee for appointment by the Board. Executive Committee members shall include all officers of the Board and may include other Directors.

Section 4: Meetings and Actions. Meetings and actions of Board committees shall be governed by, held, and taken in accordance with the provisions of these Bylaws concerning Board meetings and actions, except that the time for meetings of such committees may be set either by Board resolution or, if none, by committee resolution. Minutes of each meeting shall be kept and filed with the corporate records. The Board may adopt rules for the governance of any committee as long as the rules are consistent with these Bylaws. In the absence of rules adopted by the Board, the committee may adopt such rules.

## ARTICLE VIII: OFFICERS

Section 1: Officers: The Corporation shall have the following officers, all of whom shall be selected from among the Directors : Chair, Secretary and Treasurer. At the discretion of the Board, the Corporation may also have a Vice Chair, who shall also be selected from among the Directors, The Chair shall be nominated by the Board but shall be appointed by the Trustee. All other officers shall be appointed by the Board. Nominations for any officer may be made by the Directors. Any number of offices may be held by the same person, except that neither the Secretary nor the Treasurer may serve concurrently as the Chair.

Section 2: Chair. The Chair, if present, shall preside at all meetings of the Board and of the Executive Committee. The Chair and shall exercise and perform such other powers and duties as may be assigned from time to time in writing by the Trustee or prescribed by these Bylaws.

Section 3: Vice Chair. The Vice Chair, if any, shall exercise and perform such powers and duties as may be assigned from time to time by the Board or prescribed by these Bylaws. If the Chair is absent or is unable to act, the Vice Chair (if any) shall exercise his/her powers and perform his/her duties.





Section 4: Secretary. The Secretary shall maintain minutes of Board, Executive Committee, and Trustee meetings. The Secretary shall maintain the book containing all minutes and give due notice of meetings to the Board, the Executive Committee, and Trustee, respectively. The Secretary shall act as Chair in the absence of both the Chair and the Vice Chair (if any).

Section 5: Treasurer. The Treasurer shall perform all duties incident to the office of Treasurer and such other duties as from time to time may be assigned to him/her by the Chair or the Board. The Treasurer shall act as Chair in the absence of the Chair, the Vice Chair (if any), and the Secretary.

Section 6: Temporary Chair. In the absence of the officers listed in Sections 2-5 above, the Board shall appoint a temporary Chair.

Section 7: Term. Each officer shall be appointed for a term of three (3) years subject to voluntary resignation or removal by the Board, with or without cause. No officer may serve more than three (3) successive terms.

Section 8: Replacement. Subject to compliance with the Rules, any officer may resign at any time by giving written notice to the Board. The resignation shall take effect on the date the notice is received or at any later time specified in the notice. Unless otherwise specified in the notice or otherwise provided in the Rules, the resignation need not be accepted to be effective. Any resignation shall be without prejudice to any rights of the Corporation under any contract to which the officer is a party.

Section 9: Vacancy. A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these Bylaws for normal appointments to that office; provided, however, that vacancies need not be filled on an annual basis.

## ARTICLE IX: EXECUTIVE DIRECTOR

The Executive Director (by whatever title) shall be appointed by the Trustee after consultation with the Board. He/she shall report to and be supervised by the Board and shall not be a Director (i.e., a member of the Board), unless such appointment is recommended by a supermajority (two thirds) of the Board and approved by unanimous consent of the Trustee. The Executive Director shall provide executive leadership and implement the overall vision and administration of the Corporation





within the spirit of its mission, Franciscan Values, and Catholic social teachings. The Executive Director shall implement policies set by the Board and fulfill the duties prescribed in a job description that is periodically reviewed and updated by the Executive Committee. Among other duties, the Executive Director shall deliver annual and other timely reports on the affairs of the Corporation to the Board and shall meet periodically with the Board to discuss current issues of importance. The Board may appoint a Director from time to time to serve as the primary liaison from the Board to the Executive Director.

## ARTICLE X: INDEMNIFICATION AND LIMITATION OF LIABILITY

Section 1: Non-Liability of Directors and Trustee. Directors and Trustee shall not be personally liable for monetary damages to a third party or the debts, liabilities, or other obligations of the Corporation to the fullest extent permitted by law.

Section 2: Indemnification of Trustee, Directors, Officers, Employees and Other Agents.

1. To the extent that a person who is, or was, a Trustee, Director, officer, committee member or other agent of this Corporation has been successful on the merits in defense of any civil, criminal, administrative or investigative proceeding brought to procure a judgment against such person by reason of the fact that he or she is, or was, an agent of the Corporation, or has been successful in defense of any claim, issue or matter, therein, such person shall be indemnified against expenses actually and reasonably incurred by the person in connection with such proceeding.
2. If such person either settles any such claim or sustains a judgment against him or her, then indemnification against expenses, judgments, fines, settlements and other amounts reasonably incurred in connection with such settlements and other amounts reasonably incurred in connection with such proceedings shall be provided by this Corporation, but only to the extent allowed by applicable law.
3. To the fullest extent permitted by law, this Corporation may indemnify its Trustee, Directors, officers, employees, including persons formerly occupying any such positions, against all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred by



them in connection with any legal proceeding, including an action by or in the right of the Corporation.

4. On the written request to the Board by any person seeking indemnification under these Bylaws, the Board shall have final determination if the facts support indemnification, and if so determined, authorize the Corporation to reimburse expenses.
5. To the fullest extent permitted by law, and except as otherwise determined by the Board in a specific instance, expenses incurred by a person seeking indemnification under these Bylaws, and approved by the Board in defending any proceeding covered by such Sections shall be advanced by the Corporation before final disposition of the proceeding, on receipt by the Corporation of an undertaking by or on behalf of that person that the advance will be repaid unless it is ultimately found that the person is entitled to be indemnified by the Corporation for those expenses.

Section 3: Insurance for Corporate Agents. The Board may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the Corporation against any liability (other than for violating provisions of law relating to self-dealing) assessed against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the Corporation would have the power to indemnify the agent against such liability.

## ARTICLE XI: INSPECTION

Section 1: Inspection by Directors. Each Director shall have the absolute right at any reasonable time to inspect and copy all books, records, and documents of every kind and to inspect the physical properties of the Corporation for a purpose reasonably related to the person's interests as a Director.

Section 2: Inspection by Trustee. The Trustee may inspect and copy the record of all Trustee' names, addresses and voting rights, at reasonable times, upon five business days' prior written demand to the Corporation for a purpose reasonably related to the person's interest as a Trustee. The trustee may inspect the accounting books and records and minutes of proceedings of the Trustee and the Board upon written demand to the Corporation at any reasonable time, for a purpose reasonably related to the person's interests as a Trustee.



## ARTICLE XII: AMENDMENTS

Section 1: These Bylaws may be amended from time to time by approval of the Trustee as set forth in Corporations Code Section 5034.

Section 2: The Articles may be amended from time to time by the vote of the Board and by approval of the Trustee as set forth in Corporations Code Section 5034.





Adopted by the Board of Trustees on July 27, 2000

II

Changes to Article VI approved by the Board of Trustees November 13, 2002

Updates to Article VI, Section 10 h (proxy voting) to correct clerical error November 5, 2004

Amendments approved by the Board of Trustees November 13, 2007

Amendments approved by the Board of Trustees May 18, 2011

Amendments approved by the Board of Trustees May 22, 2013

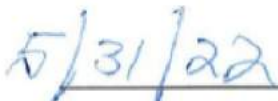
Amendments recommended to Board of trustees November 22, 2013

Amendments as approved by Board of Regents on 10/12/2018

Amendments approved by the Board of Trustee May 19, 2022

ATTEST:

  
Secretary of the Trustee

  
Date



## Appendix A

In accordance with Article IV, Section 2.10 of these Bylaws, the Trustee hereby authorizes the Board of Directors to authorize expenditures outside of the normal budget approval process cumulatively in the amount of \$200,000 during any fiscal year cycle. This amount will be periodically reviewed and may be updated from time to time at the discretion of the Trustee.



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## FRANCISCAN MINISTRIES GUIDANCE DOCUMENTS

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## FRANCISCAN MINISTRIES GUIDANCE ON REAL ESTATE TRANSACTIONS

It is the intent that the entire process is collaborative. This guidance document is designed to answer the question: What are the general characteristics the Trustee (Franciscan Ministries) looks for when approving a real estate transaction? It will also outline some process considerations. This includes, but is not limited to, purchases, sales, donations, lease signing and/or lease extensions.

While the decision to engage in any real estate transaction is the sole authority of the Trustee and does not require the approval of the local ministry board, as a matter of practice, the Trustee typically seeks counsel from the board on real estate matters before making the final decision.

### Decision-making Matrix for Real Estate Transactions

| RACI                | Task                          | Stakeholder  |
|---------------------|-------------------------------|--|
| <u>R</u> esponsible | Final Approval                | Franciscan Ministries (Trustees)                     |
| <u>A</u> ccountable | Implementation and Compliance | Ministry Board<br>Executive Director                 |
| <u>C</u> onsulted   | Input and recommendation      | Franciscan Ministries Board<br>Ministry Board        |
| <u>I</u> nformed    | Decision detail dissemination | Ministry Board<br>Executive Director<br>Senior Staff |

### A Collaborative Process

The decision of entering a real estate transaction can be one of the most significant purchases a ministry can make. It can have long lasting ramifications on the site and while it may greatly support short term needs, it can impede the ability to support the long-term goals of the ministry. The process, as described in the bylaws, is for the Trustee (FM) to approve all transactions. To do this, the Trustee generally relies on a recommendation from the board. Though the Trustee relies heavily on the board recommendation, it is the Trustee's responsibility to make an independent assessment of the transaction before approving it.



The most successful process is one where Boards and Trustee are aligned on the requirements and characteristics needed for the transaction from the start and that at least one Trustee participates in the process. This collaboration will significantly increase the likelihood of Trustee approval and the satisfaction of all parties that we have made the right decision supporting the strategic mission of the ministry.

### **Process Considerations**

1. Make clear how the proposal aligns with the ministry's strategy and long-term goals
2. We encourage you to do an analysis of the utilization of your current property to assess if there are other options
3. Proposal should include feedback/recommendations by professionals such as realtors, legal, environmental, etc.
4. If the project is dependent on city approval or zoning, the Trustee recommends engaging the city before a proposal is submitted to the Trustee to ensure there are no restrictions.
5. Including a risk assessment of the project is encouraged.
6. Board/Trustee Collaboration: The Trustee recommends that an FM board member be on the committee exploring real estate transactions.
7. Boards will be notified of the Trustee decision

The request should also address what are the long term needs of the site and/or ministry. Some examples of questions that the proposal should address are as follows:

1. Are there new services you are looking to offer that the existing site cannot support?
2. Are we optimizing the space we currently have?
3. Have we engaged with a broker and/or landlord?
4. Have we completed an assessment of the area to evaluate all options?
5. Do we know what obligations we would be assuming with the targeted property?
6. Have we engaged with the city on specific zoning requirements?
7. Do you have the means to support the cost of the property?

### **Key Considerations of the Trustee when making a decision on real estate transactions:**

1. Does proposal align with ministry strategy and province goals?



2. Has a case been made that this transaction is beneficial and the best option available?
3. Are the risks and opportunities clearly understood?
4. Is the proposal based the analysis and recommendations of professionals?
5. How will the project be funded?
6. What contracts are involved and have they been reviewed by an attorney?  
Are the terms reasonable?
7. What liability will be assumed by the ministry?

It is important to reinforce that this should be a collaborative process, and asking for help early in the process is encouraged.

A separate document is also available for recommendations and best practices on how to approach a lease/purchase of property. This document is available through the Franciscan Ministries Office upon request.





## FRANCISCAN MINISTRIES GUIDANCE On FINANCIAL BUDGET PROCESS

This guidance document is designed to answer the question: What are the general characteristics the Trustees look for when approving the financial budget? It will also outline some process considerations.

### Decision-making Matrix for Financial Budget Process

| <b>RACI</b>         | <b>Task</b>                               | <b>Stakeholder</b>            |
|---------------------|---|-------------------------------|
| <u>R</u> esponsible | Final Approval                            | Franciscan Ministries (Board) |
|                     |   |                               |
| <u>A</u> ccountable | Implementation and Compliance             | Ministry Board                |
|                     |   | Executive Director            |
|                     |   |                               |
| <u>C</u> onsulted   | Input and recommendation                  | Franciscan Ministries CFO     |
|                     |   | Province Finance Council      |
|                     |   | Ministry Board                |
|                     |   | Executive Director            |
|                     |   |                               |
| <u>I</u> nformed    | Approved budget information dissemination | Ministry Board                |
|                     |   | Executive Director            |
|                     |   | Senior Staff                  |

### A Collaborative Process

A financial budget is critical to both the short and long term viability of the success of a ministry in that it can help align strategic programs to that of financial targets, as well as help support justifications for additional funding of new programs. Although the budget must be aligned and approved by the local leadership team, ensuring support of the trustees is crucial for alignments to the province as a whole.



### Process Considerations

Two months prior to the start of the fiscal year, it is time to review operating budgets for the following year, as well as discuss cash flow and your strategic plans. It is recommended that the following be provided prior to the review with FM:

1. The same information prepared for your leadership team that represents the income, expenses, and cash flow projections
2. A summary (one to two-page) narrative that lays out commentary for performance against last year's objectives and financial budget, any updates to mission and strategic objectives for this year, and commentary on the 2022 - 2023 proposed budget aligned to your ministry's mission objectives. The narrative should also include a recommendation from the members to the Trustees regarding approval.
3. Self-assessment financial guide (green, blue, yellow, red). A sample is in the appendix.

### Key Considerations of the Trustee when deliberating on budget approval:

1. Does the budget align with ministry strategy and goals?
2. Have the programs been funded for success?
3. Are the financial risks and opportunities clearly understood and in balance?
4. Is the budget realistic?
5. Does the leadership team support the budget?

Once the budget has been reviewed by the Trustee, feedback will be provided as to next steps, either follow up questions, or approval. It is recommended that the questions be addressed within 10 days of receiving them so that the budget is approved day 1 of the new year.



## Appendix A Self-Assessment Financial Guide

As part of the budget submittal, all budgets must include the following self-assessment

**Financial Assessment Discussion Guide  
Institutions and Province Self Assessment**

Date: \_\_\_\_\_

|          |                            |                                |                                 |                             |                            |                        |
|----------|----------------------------|--------------------------------|---------------------------------|-----------------------------|----------------------------|------------------------|
|          |                            | <b>Categories</b>              |                                 |                             |                            |                        |
| Location | Overall Score <sup>1</sup> | Financial Control <sup>2</sup> | Financial Strength <sup>3</sup> | Sustainability <sup>4</sup> | Overall Trend <sup>5</sup> | Overall Trend Comments |
|          |                            |                                |                                 |                             | ↻                          |                        |

**Assessment**

|   |   |  |                 |  |                             |  |                 |  |                  |
|---|---|--|-----------------|--|-----------------------------|--|-----------------|--|------------------|
| <p><sup>1</sup>Overall Score</p> <p><sup>2</sup>Financial Control</p> <p><sup>3</sup>Financial Strength</p> <p><sup>4</sup>Sustainability</p> <p><sup>5</sup>Overall Trend</p> <p style="text-align: center;">Trend versus LY</p> | <table style="width: 100%;"> <tr> <td style="width: 20px; height: 15px; background-color: #008000;"></td> <td>Strong position</td> </tr> <tr> <td style="width: 20px; height: 15px; background-color: #0070C0;"></td> <td>Opportunity for improvement</td> </tr> <tr> <td style="width: 20px; height: 15px; background-color: #FFD700;"></td> <td>Needs attention</td> </tr> <tr> <td style="width: 20px; height: 15px; background-color: #FF0000;"></td> <td>Areas of concern</td> </tr> </table> <p>Overall evaluation considering Control, Strength and Sustainability results<br/>             Considers quality of financial information, financial skills and oversight relationships<br/>             Financial performance relative to break even and balance sheet resiliency<br/>             Financial trends (net surplus/deficit/flat), development performance trend, general succession planning for key roles<br/>             Future trend considering history and new strategies</p> <p style="text-align: center;"> <span style="margin-right: 20px;">↗ Strengthening</span> <span style="margin-right: 20px;">→ About the same</span> <span>↘ Weakening</span> </p> |  | Strong position |  | Opportunity for improvement |  | Needs attention |  | Areas of concern |
|   | Strong position   |  |                 |  |                             |  |                 |  |                  |
|   | Opportunity for improvement   |  |                 |  |                             |  |                 |  |                  |
|   | Needs attention   |  |                 |  |                             |  |                 |  |                  |
|   | Areas of concern  |  |                 |  |                             |  |                 |  |                  |





## FRANCISCAN MINISTRIES GUIDANCE ON THE SOLIDARITY CONTRIBUTION

Rooted in our Franciscan tradition and charism, our philosophy of solidarity contributions is developed to support a practical expression of care for the ministry of the province enlivened at individual ministries. "It grows increasingly true that the obligations of justice and love are fulfilled only if each person [in this case, each provincial entity], contributing to the common good, according to his own abilities and the needs of others, also promotes and assists the public and private institutions dedicated to the bettering of human life". (Gaudiam et Spes, #30) We live in a reciprocal relationship of individual and communal concerns and benefits. As we continue to develop the articulation of a shared Franciscan culture and vision, we now have the opportunity to express this through sharing our common financial and talent resources. We are all strengthened by our free choice to be in partnership.

Historically, the ministries of the Province of St Barbara have supported the needs of the province through solidarity contributions in which a portion of their revenues were used by the province to provide for the continuation of the charism as well as staff that support the ministries. This approach will continue as the province joins the Province of Our Lady of Guadalupe and Franciscan Ministries assumes many of the staff functions previously provided by the Province of St Barbara.

Solidarity contributions are very scripturally based as we hear in the story of the woman giving her last two coins to the temple (Mark 12:41-44) and Jesus saying that "Much will be required of the person who is entrusted with much, and still more will be demanded of the person entrusted with more." (Luke 12:48) Beyond that, the solidarity contribution recognizes the interconnectedness of all the ministries in the Western US. We are all part of the Franciscan movement that has been passed down from the friars as they evangelized in the areas we serve. Obviously, different ministries have different capabilities in fulfilling their solidarity contribution obligation, so the guidance given is provided as a range which will be expected to be part of the annual budget of the ministry. The target percentage for the solidarity contribution is 4% of revenue, but no less than 2% of revenue.

This contribution will allow FM to provide support to the ministry in areas of mission integration support, finance, operations, real estate, insurance, legal, and



many other services as requested. Also included as part of the service is support in areas of best practices as collected from other ministries across the United States to support improved efficiencies in the ministry's daily operations. This fee should be budgeted as a contribution to FM in a quarterly payment cycle, or as discussed with FM as part of the budget review.



**FRANCISCAN MINISTRIES GUIDANCE  
SELECTION & APPOINTMENT of an EXECUTIVE  
DIRECTOR/CEO/President**

**A Collaborative Process**

Selecting an Executive Director/CEO/President is one of the most important decisions made by our Trustees and Boards. The process, as described in the bylaws, is for the Trustees (FM) to appoint the person. To do this, the Trustees generally rely on a recommendation from the board. Though the Trustees rely heavily on the board recommendation, it is the Trustee's responsibility to make an independent assessment of the candidate before appointing them.

The most successful process is one in which Boards and Trustees are aligned on the requirements and characteristics needed for the position from the start and that at least one Trustee participates in the Selection Committee. This collaboration will significantly increase the likelihood of Trustee approval and the satisfaction of all parties that we have found the best possible candidate.

This guidance document is designed to answer the question: What are the general characteristics the Trustees look for when appointing an Executive Director? It will also outline some process considerations.

**Decision-making Matrix for Selection & Appointment of an Executive  
Director/CEO/President**

| <b>RACI</b>               | <b>Task</b>                      | <b>Stakeholder</b>  |
|---------------------------|----------------------------------|---|
| <b><u>R</u>esponsible</b> | Final Approval                   | Franciscan Ministries<br>(Board)  |
| <b><u>A</u>ccountable</b> | Implementation and<br>Compliance | Ministry Board  |
| <b><u>C</u>onsulted</b>   | Input and recommendation         | Franciscan Ministries<br>Board<br>Ministry Board - Full<br>Ministry Board -<br>Nominating Committee |
| <b><u>I</u>nformed</b>    | Decision detail dissemination    | Ministry Board<br>Senior Staff  |





### Process Considerations

1. Succession Planning: Did/does the board have a succession plan in place? If so, is this board's recommendation aligned with the plan? If an internal candidate is being recommended, Trustees will want to know what kind of development has been done to prepare the person for the role, what gaps still exist and what the plan is to address those gaps.
2. Board/Trustee Collaboration: Trustees recommend that an FM board member be on the selection committee.
3. Candidate Acknowledgements: Before recommending a candidate to the Trustees, the board must ensure that the candidate has acknowledged that they have read the pamphlet, *What You Need to Know About Leadership & Governance in a Franciscan Sponsored Ministry*.
4. Trustee interviews: Trustees require that a candidate recommended for ED receive a final interview with two FM members (not on the ministry's board) prior to appointment.
5. Recommendation for an ED should be sent to the Trustees in writing and include:
  - a. CV or Resume
  - b. Write-up and recommendation by the board including the candidate's experience or connection with Franciscan ministry and their expressed willingness to work within our governance structure and to engage in on-going Franciscan formation. It helps if it addresses the key characteristics A-F below and describes areas where they will need development and the plan to provide it.
  - c. Acknowledgement that the candidate read and understands, *What You Need to Know About Leadership & Governance in a Franciscan Sponsored Ministry*. (to be drafted)
  - d. Notes on the feedback received from reference checks
6. Boards will be notified in writing of the Trustee's decision regarding a candidate's appointment.

### Key Characteristics of an Executive Director

Each ministry will have different needs regarding the specific industry knowledge and skills their ED needs to successfully lead their ministry. However, there are certain characteristics that have been found to be good indicators of success.-The Trustees will heavily weigh the following:

- A) Does the candidate identify as Franciscan? If not, what is their religious/philosophical orientation and how does it reconcile with a Catholic, Franciscan ethos.



- B) Do they have prior involvement or experience with a Franciscan ministry? If not, what other kind of religious or non-profit experience do they have and how does it fit with our sponsored ministry?
- C) Are they currently engaged in personal, ongoing, spiritual formation? Have they committed to participating in ongoing Franciscan formation?
- D) Are they relationship oriented?
- E) Do they have experience working with a board?
- F) Do they possess the following skills/experience?
  - Experience managing a diverse and multicultural staff to meet strategic goals
  - Strong oral and written communication skills
  - Collaborative management style
  - Finance, HR, and strategy development experience consistent with the size and complexity of the ministry they will lead.



## FRANCISCAN MINISTRIES GUIDANCE ON SELECTION & APPOINTMENT of BOARD MEMBERS

### A Collaborative Process

Selecting a Board Member is one of the most important decisions our Trustees and Boards make. The process, as described in the bylaws, is for the Trustees (FM) to appoint Board members. To do this, the Trustees generally rely on a recommendation from the board. Though the Trustees rely heavily on the board recommendation, it is the Trustees responsibility to make an independent assessment of the candidate before appointing them.

This guidance document is designed to answer the question: What are the general characteristics the Trustees look for when appointing a Board member? It will also outline some process considerations.

### Decision-making Matrix for Selection & Appointment of Board Members

| RACI                | Task                          | Stakeholder  |
|---------------------|-------------------------------|--|
| <u>R</u> esponsible | Final Approval                | Franciscan Ministries (Board)                                  |
| <u>A</u> ccountable | Implementation and Compliance | Ministry Board   |
| <u>C</u> onsulted   | Input and recommendation      | Ministry Board - Full<br>Ministry Board - Nominating Committee |
| <u>I</u> nformed    | Decision detail dissemination | Ministry Board<br>Executive Director<br>Senior Staff           |

### Process Considerations

1. Application – Trustees recommend boards have an application for prospective board members that allows them to provide information around those areas most important to the board.
2. Selection/Governance Committee – Trustees recommend that a FM member is on the committee and that the committee members have a complete and shared understanding of the ministry’s two-tiered governance structure and





this document before embarking on a search. Most importantly, there must be clarity around the fact that board members report to the Trustees and are entrusted with representing the Trustees. Without this understanding, it is easy for people to assume they are representing the ministries and not understand the larger context of their commitment to the Franciscan friars, the Catholic Church, and the worldwide Franciscan movement.

3. Candidate Acknowledgements: Before recommending a candidate to the Trustees, the board must ensure that the candidate has acknowledged that they have reviewed the PowerPoint on Governance, Mission & Tensions.
4. Trustee interviews
5. Recommendation for a new board member should be sent to the Trustees in writing and include:
  - a. CV or Resume
  - b. Write-up and recommendation by the board including the candidates experience or connection with Franciscan ministry and their expressed willingness to engage in on-going Franciscan formation.
6. Boards will be notified of a candidate's appointment (or reason for not appointing).

#### **Key Characteristics of a board member:**

Each ministry will have different needs regarding the specific industry knowledge and skills they need from board members but there are certain characteristics that the Trustees feel strongly about and weigh heavily in their deliberations. Please address these in your recommendation to the Trustees

- A) The candidate has a basic understanding of Franciscan values.
- B) They have committed to ongoing Franciscan formation
- C) Their religious or philosophical affiliation is compatible with the Catholic faith
- D) They have prior involvement or experience with a Franciscan ministry or other kind of religious or non-profit.
- E) They have some form of board experience



## FRANCISCAN MINISTRIES GUIDANCE ON DEVELOPING A STRATEGIC PLAN

### I. A Collaborative Process

A Strategic Plan outlines the direction of an organization. It identifies how an organization will allocate their resources to achieve a desired future state.

Strategic Plans are created by each sponsored ministry and submitted to the Trustees (FM) for approval. This process is easiest when Ministries and Trustees begin a discussion at the start of the process. This document answers the question, what process and content considerations will the Trustees be weighing most heavily when considering a strategic plan for approval?

#### Decision-making Matrix for Developing a Strategic Plan

| RACI                | Task                          | Stakeholder   |
|---------------------|-------------------------------|---|
| <u>R</u> esponsible | Final Approval                | Franciscan Ministries (Board)   |
| <u>A</u> ccountable | Implementation and Compliance | Ministry Board<br>Executive Director<br>Senior Staff                    |
| <u>C</u> onsulted   | Input and recommendation      | Franciscan Ministries (President)<br>Ministry Board                     |
| <u>I</u> nformed    | Decision detail dissemination | Franciscan Ministries (President)<br>Executive Director<br>Senior Staff |

### II. Process Considerations:

1. Inclusion: Our ministries exist within the context of its local community, our Franciscan Province, and the worldwide Franciscan movement. They exist within time and are affected by micro and macro trends. We suggest that perspectives be solicited from a wide array of stakeholders.
2. Ongoing Dialogue: No one likes being presented with a “baked cake” and asked to rubber stamp it “approved”. Engaging the Trustees at the start and periodically throughout the strategic planning process will result in a dialogue that is likely to facilitate alignment and approval.
3. Financial Context: Strategies should be considered with the context of a financial forecast. During each budget cycle, ministries will be asked to clearly connect the budget to the strategic plan.
4. Plans are approved in whole. Objectives should be high level but with enough detail that Trustees are approving a plan not just a concept.
5. Ministries will be asked to present their strategic plan to the FM board.



### III. Content FM will be looking for when asked to approve a Strategic Plan:

1. It is grounded in mission and Franciscan ministerial values (outlined in Strategic Planning Document approved by Definitorium in July 2021)
2. Its mission is aligned with the Provincial ministerial vision and guidelines for mission and Franciscan Identity (approved by Definitorium XXXX)
3. It envisions collaboration and support of the province and other sponsored ministries
4. It meets identified needs of the local community within the context of the “signs of the times.”
5. It identifies the strengths and weaknesses of current programs and initiatives and ensure they are of a sufficiently high quality prior to recommending new ministry programs or initiatives.
6. It is financially sustainable
7. It contains SMART goals:
  - a. S – specific
  - b. M – measurable
  - c. A – assignable
  - d. R – realistic
  - e. T – time-related





## STRATEGY

Many ministries are developing new strategy documents and have asked if FM has a preferred template.

No, ministries are free to use whatever format they like, but our experience is that short and concise strategies are more likely to be used as a clear roadmap. They are pinned to walls and reviewed in meetings. Longer strategy documents tend to end up in drawers or in electronic files that are only occasionally referenced.

How concise can a strategy can be? One page! Here are two examples. These templates can be used as a complete strategy or as a summary page for a longer strategy.

This document also provides:

- Definition and examples of the difference between strategic objectives and tactics
- Definition and examples of the difference between Success Measurements and Trending Measurements.

### EXAMPLE 1 - ONE PAGE STRATEGY TEMPLATE

## Strategy

#### ENHANCE FRANCISCAN CULTURE

*Goal: Implement a Mission Integration plan and complete the formation of all board members in the Franciscan culture .*

Success Measures:

- Create new board member requirement for FM formation training.
- Incorporation Franciscan decision making review into board decisions.

Tracking Measures:

- Number of board members having attended FM training.
- Mission Integration plan complete and rolled-out by X/X/24.

#### XXXXXXXXXX

*Goal: XXXX XXXX XXXXX XXXX XXXXX*

Success Measures:

- Create new board member requirement for FM formation training.
- Incorporation Franciscan decision making review into board decisions.

Tracking Measures:

- Number of board members having attended FM training.
- Mission Integration plan complete and rolled-out by X/X/24.

#### XXXXXXXXXX

*Goal: XXXX XXXX XXXXX XXXX XXXXX*

Success Measures:

- Create new board member requirement for FM formation training.
- Incorporation Franciscan decision making review into board decisions.

Tracking Measures:

- Number of board members having attended FM training.
- Mission Integration plan complete and rolled-out by X/X/24.

#### XXXXXXXXXX

*Goal: XXXX XXXX XXXXX XXXX XXXXX*

Success Measures:

- Create new board member requirement for FM formation training.
- Incorporation Franciscan decision making review into board decisions.

Tracking Measures:

- Number of board members having attended FM training.
- Mission Integration plan complete and rolled-out by X/X/24.



## EXAMPLE 2 - ONE PAGE STRATEGY TEMPLATE

### ANNUAL STRATEGY

|  |   |  |   |  |
|--|---|--|---|--|
| <p><b>Vision</b></p> <p>Imitating God’s all-inclusive extravagant love for each individual person, we care for their physical, emotional, spiritual, or intellectual needs on their life’s journey.</p> <p><b>Values</b></p> <ul style="list-style-type: none"> <li>▪ Collaboration</li> <li>▪ Awareness &amp; Self Reflection</li> <li>▪ Interdependence</li> <li>▪ Accompaniment</li> <li>▪ Other ministry values?</li> </ul> <p><b>Value Propositions</b></p> <p>(Outline compelling and unique value propositions)</p> | <p>1. Complete the formation of all board members in the Franciscan culture and values and implement a Mission Integration plan.</p> <p>2. Example #2 <a href="#">laksifras ;lajsdf:klasdf ;lkja;lkjsdf:asdkf lasl;ipoieifa f:lksejk</a></p> <p>3. Example #3 <a href="#">laksjd f ;lkajsdf:lkasdj ;laksjdf;laksjdf ;laksjdf:ajfd a:lkj:as alkj:asdfkassdf ;lkajdsf:ika a s lakdjif:alk a lak:if:sikjafd</a></p> <p>4. Example #4 <a href="#">lakdsjif:atsf ;lakjdsf:akjsdf a:lkdsjif;laksjdf:a fd ;lkja; sidkfa:lkjsfd ;kljadsf a:sdjf</a></p> <p>5. Example #5 <a href="#">lkajsdf:lajdfs ;lkajsdf:l asfd;lkja:dfiki avs east; lakdsjif:alsf ;laksjdf:akjsdf a:lkdsjif;laksjdf:a fd ;lkja; sidkfa:lkjsfd ;kljadsf a:sdjf</a></p> <p>6. Example #6 <a href="#">lkajsdf:lajdfs ;lkajsdf:l asfd;lkja:dfiki avs east; lakdsjif:alsf ;laksjdf:akjsdf a:lkdsjif;laksjdf:a fd ;lkja; sidkfa:lkjsfd ;kljadsf a:sdjf</a></p> | <ul style="list-style-type: none"> <li>• Create new board member requirement for FM formation.</li> <li>• Incorporate Franciscan decision-making review into board decisions.</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> <li>• #3</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> <li>• #3</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> <li>• #3</li> </ul> | <ul style="list-style-type: none"> <li>• Number of board members having attended FM training.</li> <li>• Mission Integration plan complete and rolled-out by X/X/24.</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> <li>• #3</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> <li>• #3</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> </ul> | <ul style="list-style-type: none"> <li>• Board role out of Franciscan decision-making</li> <li>• Individual board member assessment on Franciscan values.</li> <li>• Budget for board member attendance in FM formation sessions.</li> </ul> <ul style="list-style-type: none"> <li>• Tactic #1</li> <li>• Tactic #2</li> <li>• Tactic #3</li> <li>• Tactic #4</li> </ul> <ul style="list-style-type: none"> <li>• Tactic #1</li> <li>• Tactic #2</li> <li>• Tactic #3</li> <li>• Tactic #4</li> </ul> <ul style="list-style-type: none"> <li>• Tactic #1</li> <li>• Tactic #2</li> <li>• Tactic #3</li> <li>• Tactic #4</li> </ul> <ul style="list-style-type: none"> <li>• Tactic #1</li> <li>• Tactic #2</li> <li>• Tactic #3</li> <li>• Tactic #4</li> </ul> |
|--|---|--|---|--|

### Strategic Objectives Versus Tactics

Strategic objectives and tactics are both critical components of your organization's planning process, but they serve different purposes and operate at different levels within the overall framework. Here's a clarification of the differences between strategic objectives and tactics:

#### 1. Scope and Level:

- **Strategic Objectives:** These are high-level, broad goals that align with an organization's purpose, mission, and vision. They typically cover a longer time frame, often spanning several years, and are designed to guide the overall direction of the organization.
- **Tactics:** Tactics, on the other hand, are more specific and focused actions or methods used to achieve strategic objectives. They operate at a lower level and are usually associated with shorter time frames; often tactical plans are developed on a yearly or quarterly basis.



**2. Time Horizon:**

- **Strategic Objectives:** Focus on the long-term vision of the organization. They are concerned with where the organization wants to be in the future.
- **Tactics:** Address short to medium-term actions and plans. They are about how to implement and execute the strategies on a day-to-day or project-specific basis.

**3. Measurability\*\*:**

- **Strategic Objectives:** Often expressed in more qualitative terms, such as culture, scope of services, or sustainability. They can be challenging to measure directly.
- **Tactics:** Are more tangible and measurable. They may involve specific, quantifiable success measurements, or success may be defined in a way that can be assessed through observation or customer feedback.

**4. Alignment:**

- **Strategic Objectives:** Serve as a guide for the entire organization. All activities and decisions should ideally align with these overarching goals.
- **Tactics:** Are aligned with strategic objectives but are more specific to departments, teams, or projects. They contribute to the achievement of broader strategic goals.

**5. Examples:**

| Strategic Objectives  | Tactics  |
|---|--|
| Strengthen community understanding of our Franciscan purpose and implement practices that reflect our values and desired culture. | 1. Include our purpose statement in all external communications.<br><br>2. In partnership with X and Y, deliver a monthly Franciscan Practices series where we share practices that reflect our values of collaboration, interdependence, spiritual reflection, and accompaniment. Video and post on website.<br><br>3. Revisit our success metrics** to ensure they reflect our values, not outcomes<br><br>4. Add a Franciscan values component to our annual review process for staff, committees, and board. |
| Better align our services with the spiritual needs of the community   | 1. Evaluate our services based on the results from our listening sessions.   |





|   |  |
|---|--|
|   | <p>2.Design or redesign three programs that encourage intergenerational participation. Deliver one of these programs off-site at a senior care facility.</p> <p>3. Extend our counseling hours of operation</p>  |
| Improve sustainability  | <p>1.Complete a succession plan.</p> <p>2.Create a young professional group. Provide formation and activities that may result in future Franciscan leaders and donors.</p> <p>3 Develop a community-based youth volunteer <u>corp</u> with other non-profits. Focus on providing group volunteer work on our property, other non-profit plants and directly for elderly, low-income, residents.</p> <p>4. Develop a 5-year capital budget to clearly define our capital needs.</p> |
| Foster inter-faith dialogue   | <p>1. Develop a partnership with a Jewish temple and design one joint event each year.</p>   |
| Strengthen our advocacy for the respect of the poor and disenfranchised | <p>1.Host quarterly registration drives for Dolly Parton's imagination library in low-income areas.</p> <p>2. Design and offer a free-offering LGBTQ+ retreat</p> <p>3. Support XYZ organization in their lobbying efforts for rent control by educating our community and attending public hearings.</p> <p>4. Increase visibility of our social justice forums through increased marketing, speaker selection and invitations to the press.</p>                                  |

In summary, strategic objectives provide the overarching direction and purpose for an organization, while tactics are the specific actions and plans implemented to achieve those strategic objectives. Both are integral to the success of an organization, with strategic objectives guiding the overall vision and tactics facilitating the execution of that vision.

### \*\* A WORD ON METRICS

An organization's culture is reflected in its metrics. It is important to understand the distinction between "success metrics" and trending data".



Success Metrics aligned with our Franciscan purpose and culture and are tactical organizational and leadership objectives or goals. Success metrics are not based on outcomes. They are generally focused on accompaniment and relationships.

Trending Data does not qualify as success metrics and aren't usually appropriate to express as organizational or leadership goals, but may provide insight into the demand for, or quality of, our programs, reveal market trends, or provide information that is required for external reporting.

| Measuring <b>SUCCESS</b>  | <b>TRENDING DATA</b>  |
|---|---|
| Counseling Service - Better serve our community by extending hours of our mental health service to include evenings.  | -number of counselors available 5-8pm<br>-number of appointments during 5-8pm   |
| Low Income Dining room – Provide a variety of free, tasty, and healthy meal within budget in a setting where each guest is greeted personally, served with a smile, and where friendly dialogue is fostered by volunteers who move through the dining room and serve as bussers.  | -Number of meals served<br>-Number of volunteers versus number needed for high service.<br>-Guest evaluations   |
| PLANT –<br>Exterior of building reflects through words, art, and symbols that we are a Franciscan organization.<br>Grounds are safe and reflects the beauty of the creator and draw people into a sense of awe.<br>Rooms provide a welcoming space for reflection and prayer.<br>Our stories and values are clearly communicated throughout our location through stories. | –# of visitors<br>-Visitor evaluations<br>-Inspections (by leadership, outsiders, insurance)  |
| RETREATS – We provide a welcoming space for groups to spend time in spiritual reflection. The grounds provide adequate quiet space 24/7, and natural spaces/walks/gardens that encourage reflection.<br>At least 20% of retreats are led by Franciscan retreat leaders on Franciscan topics.<br>The experience of being on retreat leads people to come back.             | -% of return retreats<br>-% of return visitor<br>- # of private retreats<br>- # of retreatants attending spiritual direction<br>-type of retreat by percentage<br>-attendance of sponsored retreats<br>-occupancy rates |
| DEVELOPMENT – Increase sustainability while also relying on the providence of God. Establish a planned giving program and apply for grants that align with values.  | -# of people participating in planned giving<br>-dollar amount of committed gifts<br>-number of grants applied/grants received  |



## FRANCISCAN MINISTRIES GUIDANCE ON MISSION INTEGRATION

### **I. Mission Integration – A leadership priority**

Mission Integration is a key responsibility and an ongoing priority for the boards and management of every sponsored ministry. They are responsible for ensuring that the friar's legacy lives on as they advance the Franciscan movement. Their role is to ensure that a Franciscan culture based on Franciscan values is evident and widespread in their ministry and that they are governing based on our governance structure.

### **II. Mission Integration Support:**

Franciscan Ministries Office of Mission Integration and Ministry Support is there to assist and support ministry leadership in this critical role. The office is available to customize education and experiences for each ministry including parishes but there are specific activities and tools (i.e., newsletters, videos, etc.) have been created and are participated in by all sponsored ministries.

### **III. Mission Integration Expectations**

#### **1. Mission Integration Plan**

Ministries are asked to create an annual mission integration plan outlining what specific activities they will undertake to advance mission in their organization. A template will be provided but each ministries plan will be unique based on their needs. The Office of Mission Integration will approve the plans and check in twice a year to discuss their progress.

#### **2. Mission Integration Assessment**

Before FM arrives for its annual visit, ministries will be asked to perform a mission integration assessment for discussion. An assessment template will be provided.

#### **3. Board Retreat**

Each spring, board chairs and EDs are invited to attend a two-day retreat.





#### 4. Legacy Day

Once a year, a day is set aside to participate in a province wide celebration focused on a specific Franciscan value and designed to create connection and community among ministries.

#### 5. Pilgrimage

Every 12-18 months, ministries will be invited to send one or two ministry members on a pilgrimage to Rome & Assisi. These pilgrimages deepen our understanding of the Franciscan movement and create community and collaboration

6. Soon to come...Board Orientation for all new board members.

#### Decision-making Matrix for Mission Integration

| <b>RACI</b>         | <b>Task</b>                   | <b>Stakeholder</b>                               |
|---------------------|-------------------------------|--|
| <u>R</u> esponsible | Final Approval                | Franciscan Ministries (Board)                    |
|                     |                               |  |
| <u>A</u> ccountable | Implementation and Compliance | Ministry Board                                   |
|                     |                               | Executive Director                               |
|                     |                               |  |
| <u>C</u> onsulted   | Input and recommendation      | Franciscan Ministries Mission Integration Office |
|                     |                               | Ministry Board                                   |
|                     |                               | Senior Staff                                     |
|                     |                               | Staff  |
|                     |                               |  |
| <u>I</u> nformed    | Decision detail dissemination | Ministry Board                                   |
|                     |                               | Executive Director                               |
|                     |                               | Senior Staff                                     |
|                     |                               | Staff  |



# The Purpose and Culture of the Ministries of the Order of Friars Minor

*Province of St. Barbara*

***Our purpose is to imitate God's all inclusive, extravagant love for each individual person by caring for their physical, emotional, spiritual, and intellectual needs on their life's journey.***

## Collaboration

Our thoughts, behaviors, and decisions are based on inclusive relationships.

## Interdependence

As a part of a Divine ecosystem, we carefully consider how our actions impact others. We understand that each Ministry is a part of and contributes to the larger Franciscan movement and the work of the Church in the world.

## Awareness & Self Reflection

We practice self-reflection through a process of increasing interior awareness and articulation of our motives and values.

## Accompaniment

We accept people where they are and accompany them without judgement.

*We are grounded in the stories of Francis, Clare, and our Franciscan Heritage to deepen and further inform our understanding and articulation of what we mean by Franciscan culture.*





## Visible Signs that we are living out our Purpose

Please use this as a self-assessment for boards and ministry leaders

| Collaboration            |   |
|--------------------------|---|
| <input type="checkbox"/> | Prioritizing relationships  |
| <input type="checkbox"/> | Inclusive decision-making where stakeholders are identified and included  |
| <input type="checkbox"/> | Making decisions closest to those affected by them  |
| <input type="checkbox"/> | Encouraging and listening to different perspectives rather than refuting them   |
| <input type="checkbox"/> | Reaching beyond our ministry to the greater Province, Franciscan family, and community to seek input, feedback, and expertise |

| Interdependence          |   |
|--------------------------|---|
| <input type="checkbox"/> | Understanding that each ministry is one in a family of ministries sponsored by the Franciscan Order, we act with the interests of the whole in mind                   |
| <input type="checkbox"/> | Explicitly identifying who and what will be impacted by our behaviors and decisions and considering our impact before acting  |
| <input type="checkbox"/> | Embracing our reliance on others and others' reliance on us   |
| <input type="checkbox"/> | Having accepted our interdependence, we maintain an abundance mentality and share freely and generously, knowing that when we are in need, others will share with us. |

| Accompaniment            |  |
|--------------------------|--|
| <input type="checkbox"/> | Relating to each person as an individual, not simply as a member of a market or group  |
| <input type="checkbox"/> | Focusing on loving people, not solving their problems  |
| <input type="checkbox"/> | Respecting individuals by accepting them as they are; we make resources available, but resist defining organizational success as a change in an individual's status. (e.g. from unhoused to housed, from addiction to sobriety, from atheist to Christian). Our success metrics aren't outcome-oriented. |
| <input type="checkbox"/> | Humbly walking beside others, welcoming them, listening to them, inviting and responding to them and listening some more   |

| Awareness & Self Reflection |   |
|-----------------------------|---|
| <input type="checkbox"/>    | Conversations and discussions filled with the language of our shared purpose and values   |
| <input type="checkbox"/>    | Pacing decision-making to allow for further reflection or input, taking into account the foundational stories of the Franciscan Order and ministry origin |
| <input type="checkbox"/>    | Planning consistent time for formation, reflection, and retreats  |
| <input type="checkbox"/>    | Articulating our individual and collective motives, both in harmony and in tension with organizational purpose or values                                  |





## Mission Integration

### Mission Integration Plan

Mission Name Here

Mission Integration Plan 2023

| Focus Area   | Description (examples)   | Timetable | Discussions |
|--|--|-----------|-------------|
| Board Formation*                                       | Thirty-minute Mission Integration session every quarter...   |           |             |
| Staff Formation*                                       | One hour per month Mission Integration at staff meeting with Laura acting as a facilitator once every quarter... |           |             |
| Volunteer Formation                                    | Review 5 characteristics of a Franciscan ministry with each group of volunteers...                               |           |             |
| Catholic, Franciscan Identity*                         |  |           |             |
| Physical Plant   |  |           |             |
| Programs   |  |           |             |
| Hiring, on-boarding and review processes               |  |           |             |
| One of the Five Characteristics of Franciscan Ministry |  |           |             |
| Other  |  |           |             |

\*Denotes a focus area we recommend to all ministries





## Mission Integration Assessment

<https://franciscanmissionintegration.org/>

Mission Integration is a central responsibility of Boards and Management. Ensuring that our ministries have a Franciscan culture and are committed to Franciscan values and Catholic Social Teaching is core to fulfilling that duty. This assessment is a tool to start a dialogue around Mission Integration and each ministry's alignment with the ministry sponsor. Boards and Ministry leadership are asked to work together to discuss Mission Integration and to complete this assessment in Q1 of each year. Please send the completed assessment and to Laura Chun at [Ichun@friars.us](mailto:Ichun@friars.us).

### Assessment Color Code:

**Green:** All expectations are met. The Ministry is vibrant in this area.

**Blue:** Most expectations are met. There is a Ministry-wide understanding of expectations.

**Yellow:** Some expectations are met but more focus is required

**Red:** Few expectations are met. We need to develop an improvement plan.

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### 1. Purpose

**G B Y R**

Board, leadership, and staff know what the Purpose of each ministry is.

Board and leadership meetings are regularly assessed with purpose assessment.

Success measurements are defined by purpose and mission, not outcomes.

Stories of Saints Francis and Clare, and Franciscan history are regularly looked to for guidance.

### 2. Mission Integration Plan\*

**G B Y R**

MI Plan is created jointly by the Board and Management.

MI Plan progress is regularly reviewed by the board.

MI Plan has been met.

**\*Please attach a copy of current MI Plan with status on each item**

### 3. Five Principles of Franciscan Ministry

**G B Y R**

The 12 Characteristics of Ministry have been reduced to a more manageable five.

Each is stated below. Please rate your ministry's performance on each one and provide examples below.





**4. We follow the Gospel Call to Serve Others:**

The Centerpiece of our ministry is the Franciscan response to the Gospel's call to serve others, operating with a preferential option for the poor, the forgotten and marginalized, following the example of Francis and Clare of Assisi and the social justice tradition of the catholic church. Our Franciscan identity must be clear and visible and celebrate both our historical, global, and local traditions. We are servants and advocates for those in any kind of need today.

Please share examples of how your ministry embodies the Gospel Call to Serve Others.



**5. We recognize the dignity of each individual:**

Everyone is our brother and sister, and so people come first. Attention to the whole person – as spiritual beings who desire communion with God; as physical beings whose dignity demands that their basic needs are met; and as social beings who need human community and nurturing relationships to flourish – sets the agenda for Franciscan ministry. We strive to create safe environments for all who come to us and all we meet in the course of our ministry.

Please share examples of how your ministry recognizes the dignity of each individual.



**6. We are Peacemakers:**

Those who serve are ministers of welcome and peace, respectful of everyone and of differences. We engage in honest conversations and share ourselves with others, attending to the situation of each as an individual. Our speech, our actions, and service is non-violent and caring even with those who oppose us. We collaborate with each other as humble servants, with grateful hearts for all of God's gifts.

Please share examples of how your staff and board members act as Peacemakers.



**7. We honor the connectedness of all Creation:**

Care for creation must characterize every aspect of our Franciscan ministries, from how we use and conserve our resources to the size of the footprint our ministries leave on God's earth. In a spirit of poverty, we exercise careful stewardship of the resources made available by our benefactors and we practice the reality of our interconnectedness with everyone and everything that exists in our caring for the poor and caring for mother earth.

Please share examples of how your ministry honors the connectedness of all Creation.







### 8. We recognize the Good:

Our Franciscan ministry celebrates the God given goodness of every person and everything. It is the goodness of others that motivates our care for those who suffer injustice and exclusion in our society, and it the goodness of our co-ministers, volunteers, and benefactors as well as those who come to us for help and sustains our service.

Please share examples of how your ministry recognizes the Good.



### 9. Strategic plan:

Please rate how well integrated these five principles are in your strategic plan.



### 10. Our Mission is aligned with the Ministerial Vision of Franciscan Friars

The Friars' Ministerial Vision is: *The Franciscan Friars proclaim the Gospel of Jesus Christ in the Franciscan tradition through ministries that serve the poor, marginalized, and those spiritually in need of God's love. Through the ministries of our Province, we provide food, shelter, counseling, healing, spiritual direction, education, and a connection for the people of God. We do this through the charism of St. Francis of Assisi, and our values of prayer, community, joy, and service.*



### 11. Catholic Franciscan Identity

All employees and volunteers know we are a Catholic, Franciscan ministry created for a spiritual purpose. Our Catholic, Franciscan identity is visible in our plant. Our identity and values are communicated to staff and volunteers on a regular basis.



### 12. Board Governance

- All board members and staff understand that we are a sponsored ministry of Franciscan Friars before they are hired.
- All board members have attended orientation.
- All board members have read bylaws and understand the two-tiered governance structure
- All board members understand their role and responsibilities
- The board does at least an annual assessment of its own performance
- Board members and management are familiar with what powers are reserved by the trustees
- Board annual review of the ED includes Franciscan culture and values

### 13. How can FM better support your governance and mission integration needs?



## STRATEGY

Many ministries are developing new strategy documents and have asked if FM has a preferred template.

No, ministries are free to use whatever format they like, but our experience is that short and concise strategies are more likely to be used as a clear roadmap. They are pinned to walls and reviewed in meetings. Longer strategy documents tend to end up in drawers or in electronic files that are only occasionally referenced.

How concise can a strategy can be? One page! Here are two examples. These templates can be used as a complete strategy or as a summary page for a longer strategy.

This document also provides:

- Definition and examples of the difference between strategic objectives and tactics
- Definition and examples of the difference between Success Measurements and Trending Measurements.

### EXAMPLE 1 - ONE PAGE STRATEGY TEMPLATE

# Strategy

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <p style="text-align: center;"><b>ENHANCE FRANCISCAN CULTURE</b></p> <p><i>Goal: Implement a Mission Integration plan and complete the formation of all board members in the Franciscan culture .</i></p> <p>Success Measures:</p> <ul style="list-style-type: none"> <li>▪ Create new board member requirement for FM formation training.</li> <li>▪ Incorporation Franciscan decision making review into board decisions.</li> </ul> <p>Tracking Measures:</p> <ul style="list-style-type: none"> <li>▪ Number of board members having attended FM training.</li> <li>▪ Mission Integration plan complete and rolled-out by X/X/24.</li> </ul> | <p style="text-align: center;"><b>XXXXXXXXXX</b></p> <p><i>Goal: XXXX XXXX XXXXX XXXX XXXXX</i></p> <p>Success Measures:</p> <ul style="list-style-type: none"> <li>▪ Create new board member requirement for FM formation training.</li> <li>▪ Incorporation Franciscan decision making review into board decisions.</li> </ul> <p>Tracking Measures:</p> <ul style="list-style-type: none"> <li>▪ Number of board members having attended FM training.</li> <li>▪ Mission Integration plan complete and rolled-out by X/X/24.</li> </ul> |
| <p style="text-align: center;"><b>XXXXXXXXXX</b></p> <p><i>Goal: XXXX XXXX XXXXX XXXX XXXXX</i></p> <p>Success Measures:</p> <ul style="list-style-type: none"> <li>▪ Create new board member requirement for FM formation training.</li> <li>▪ Incorporation Franciscan decision making review into board decisions.</li> </ul> <p>Tracking Measures:</p> <ul style="list-style-type: none"> <li>▪ Number of board members having attended FM training.</li> <li>▪ Mission Integration plan complete and rolled-out by X/X/24.</li> </ul>                                                                                                       | <p style="text-align: center;"><b>XXXXXXXXXX</b></p> <p><i>Goal: XXXX XXXX XXXXX XXXX XXXXX</i></p> <p>Success Measures:</p> <ul style="list-style-type: none"> <li>▪ Create new board member requirement for FM formation training.</li> <li>▪ Incorporation Franciscan decision making review into board decisions.</li> </ul> <p>Tracking Measures:</p> <ul style="list-style-type: none"> <li>▪ Number of board members having attended FM training.</li> <li>▪ Mission Integration plan complete and rolled-out by X/X/24.</li> </ul> |



## EXAMPLE 2 - ONE PAGE STRATEGY TEMPLATE

### ANNUAL STRATEGY

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| <p><b>Vision</b></p> <p>Imitating God’s all-inclusive extravagant love for each individual person, we care for their physical, emotional, spiritual, or intellectual needs on their life’s journey.</p> <p><b>Values</b></p> <ul style="list-style-type: none"> <li>▪ Collaboration</li> <li>▪ Awareness &amp; Self Reflection</li> <li>▪ Interdependence</li> <li>▪ Accompaniment</li> <li>▪ Other ministry values?</li> </ul> <p><b>Value Propositions</b></p> <p>(Outline compelling and unique value propositions)</p> | <p>1. Complete the formation of all board members in the Franciscan culture and values and implement a Mission Integration plan.</p> <p>2. Example #2 <a href="#">laksifras ;lajsdf:klasdf ;lkja;lkjsdf:asdkf lasl:poieifa f:lksejk</a></p> <p>3. Example #3 <a href="#">laksjd f ;lkajsdf:lkasdj ;laksidf;laksfd ;laksidf:ajfd a:lkias alkiasdfkasdf ;lkadsf:ika a s lakdjif:alk a lak:if:sikjafd</a></p> <p>4. Example #4 <a href="#">lakdsif:atsf ;lakisdfl:akisdfl a:lkdsjf;laksidf:a fd ;lkja; sidkfa:lkjsfd ;kljadst a:sdfl</a></p> <p>5. Example #5 <a href="#">lkajsdf:lajdfs ;lkajsdf:l asfd:lkja:dfiki avs east; lakdsif:alsf ;laksidf:akisdfl a:lkdsif;laksidf:a fd ;lkja; sidkfa:lkjsfd ;kljadst a:sdfl</a></p> <p>6. Example #6 <a href="#">lkajsdf:lajdfs ;lkajsdf:l asfd:lkja:dfiki avs east; lakdsif:alsf ;laksidf:akisdfl a:lkdsif;laksidf:a fd ;lkja; sidkfa:lkjsfd ;kljadst a:sdfl</a></p> | <ul style="list-style-type: none"> <li>• Create new board member requirement for FM formation.</li> <li>• Incorporate Franciscan decision-making review into board decisions.</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> <li>• #3</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> <li>• #3</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> <li>• #3</li> </ul> | <ul style="list-style-type: none"> <li>• Number of board members having attended FM training.</li> <li>• Mission Integration plan complete and rolled-out by X/X/24.</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> <li>• #3</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> <li>• #3</li> </ul> <ul style="list-style-type: none"> <li>• #1</li> <li>• #2</li> </ul> | <ul style="list-style-type: none"> <li>• Board role out of Franciscan decision-making</li> <li>• Individual board member assessment on Franciscan values.</li> <li>• Budget for board member attendance in FM formation sessions.</li> </ul> <ul style="list-style-type: none"> <li>• Tactic #1</li> <li>• Tactic #2</li> <li>• Tactic #3</li> <li>• Tactic #4</li> </ul> <ul style="list-style-type: none"> <li>• Tactic #1</li> <li>• Tactic #2</li> <li>• Tactic #3</li> <li>• Tactic #4</li> </ul> <ul style="list-style-type: none"> <li>• Tactic #1</li> <li>• Tactic #2</li> <li>• Tactic #3</li> <li>• Tactic #4</li> </ul> <ul style="list-style-type: none"> <li>• Tactic #1</li> <li>• Tactic #2</li> <li>• Tactic #3</li> <li>• Tactic #4</li> </ul> |
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### Strategic Objectives Versus Tactics

Strategic objectives and tactics are both critical components of your organization's planning process, but they serve different purposes and operate at different levels within the overall framework. Here's a clarification of the differences between strategic objectives and tactics:

#### 1. Scope and Level:

- **Strategic Objectives:** These are high-level, broad goals that align with an organization's purpose, mission, and vision. They typically cover a longer time frame, often spanning several years, and are designed to guide the overall direction of the organization.
- **Tactics:** Tactics, on the other hand, are more specific and focused actions or methods used to achieve strategic objectives. They operate at a lower level and are usually associated with shorter time frames; often tactical plans are developed on a yearly or quarterly basis.





**2. Time Horizon:**

- **Strategic Objectives:** Focus on the long-term vision of the organization. They are concerned with where the organization wants to be in the future.
- **Tactics:** Address short to medium-term actions and plans. They are about how to implement and execute the strategies on a day-to-day or project-specific basis.

**3. Measurability\*\*:**

- **Strategic Objectives:** Often expressed in more qualitative terms, such as culture, scope of services, or sustainability. They can be challenging to measure directly.
- **Tactics:** Are more tangible and measurable. They may involve specific, quantifiable success measurements, or success may be defined in a way that can be assessed through observation or customer feedback.

**4. Alignment:**

- **Strategic Objectives:** Serve as a guide for the entire organization. All activities and decisions should ideally align with these overarching goals.
- **Tactics:** Are aligned with strategic objectives but are more specific to departments, teams, or projects. They contribute to the achievement of broader strategic goals.

**5. Examples:**

| Strategic Objectives                                                                                                              | Tactics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Strengthen community understanding of our Franciscan purpose and implement practices that reflect our values and desired culture. | 1. Include our purpose statement in all external communications.<br><br>2. In partnership with X and Y, deliver a monthly Franciscan Practices series where we share practices that reflect our values of collaboration, interdependence, spiritual reflection, and accompaniment. Video and post on website.<br><br>3. Revisit our success metrics** to ensure they reflect our values, not outcomes<br><br>4. Add a Franciscan values component to our annual review process for staff, committees, and board. |
| Better align our services with the spiritual needs of the community                                                               | 1. Evaluate our services based on the results from our listening sessions.                                                                                                                                                                                                                                                                                                                                                                                                                                       |



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|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                         | <p>2.Design or redesign three programs that encourage intergenerational participation. Deliver one of these programs off-site at a senior care facility.</p> <p>3. Extend our counseling hours of operation</p>                                                                                                                                                                                                                                                                    |
| Improve sustainability                                                  | <p>1.Complete a succession plan.</p> <p>2.Create a young professional group. Provide formation and activities that may result in future Franciscan leaders and donors.</p> <p>3 Develop a community-based youth volunteer <u>corp</u> with other non-profits. Focus on providing group volunteer work on our property, other non-profit plants and directly for elderly, low-income, residents.</p> <p>4. Develop a 5-year capital budget to clearly define our capital needs.</p> |
| Foster inter-faith dialogue                                             | <p>1. Develop a partnership with a Jewish temple and design one joint event each year.</p>                                                                                                                                                                                                                                                                                                                                                                                         |
| Strengthen our advocacy for the respect of the poor and disenfranchised | <p>1.Host quarterly registration drives for Dolly Parton's imagination library in low-income areas.</p> <p>2. Design and offer a free-offering LGBTQ+ retreat</p> <p>3. Support XYZ organization in their lobbying efforts for rent control by educating our community and attending public hearings.</p> <p>4. Increase visibility of our social justice forums through increased marketing, speaker selection and invitations to the press.</p>                                  |

In summary, strategic objectives provide the overarching direction and purpose for an organization, while tactics are the specific actions and plans implemented to achieve those strategic objectives. Both are integral to the success of an organization, with strategic objectives guiding the overall vision and tactics facilitating the execution of that vision.

### **\*\* A WORD ON METRICS**

An organization's culture is reflected in its metrics. It is important to understand the distinction between "success metrics" and trending data".



Success Metrics aligned with our Franciscan purpose and culture and are tactical organizational and leadership objectives or goals. Success metrics are not based on outcomes. They are generally focused on accompaniment and relationships.

Trending Data does not qualify as success metrics and aren't usually appropriate to express as organizational or leadership goals, but may provide insight into the demand for, or quality of, our programs, reveal market trends, or provide information that is required for external reporting.

| Measuring SUCCESS                                                                                                                                                                                                                                                                                                                                                         | TRENDING DATA                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Counseling Service - Better serve our community by extending hours of our mental health service to include evenings.                                                                                                                                                                                                                                                      | -number of counselors available 5-8pm<br>-number of appointments during 5-8pm                                                                                                                                           |
| Low Income Dining room – Provide a variety of free, tasty, and healthy meal within budget in a setting where each guest is greeted personally, served with a smile, and where friendly dialogue is fostered by volunteers who move through the dining room and serve as bussers.                                                                                          | -Number of meals served<br>-Number of volunteers versus number needed for high service.<br>-Guest evaluations                                                                                                           |
| PLANT –<br>Exterior of building reflects through words, art, and symbols that we are a Franciscan organization.<br>Grounds are safe and reflects the beauty of the creator and draw people into a sense of awe.<br>Rooms provide a welcoming space for reflection and prayer.<br>Our stories and values are clearly communicated throughout our location through stories. | --# of visitors<br>-Visitor evaluations<br>-Inspections (by leadership, outsiders, insurance)                                                                                                                           |
| RETREATS – We provide a welcoming space for groups to spend time in spiritual reflection. The grounds provide adequate quiet space 24/7, and natural spaces/walks/gardens that encourage reflection.<br>At least 20% of retreats are led by Franciscan retreat leaders on Franciscan topics.<br>The experience of being on retreat leads people to come back.             | -% of return retreats<br>-% of return visitor<br>- # of private retreats<br>- # of retreatants attending spiritual direction<br>-type of retreat by percentage<br>-attendance of sponsored retreats<br>-occupancy rates |
| DEVELOPMENT – Increase sustainability while also relying on the providence of God. Establish a planned giving program and apply for grants that align with values.                                                                                                                                                                                                        | -# of people participating in planned giving<br>-dollar amount of committed gifts<br>-number of grants applied/grants received                                                                                          |













