



Franciscan Renewal Center

Peace. Renewal. Good.

2020 - 2024 Strategic Plan

Version 1.0 m
22 November 2019



About the cover image:

The Franciscan Renewal Center, with the new Conventual Church of Our Lady of the Angels prominently featured in the foreground. Photographed by Peter Jordan, PeterJordanPhoto.com, looking north from Camelback Mountain. Mummy Mountain occupies the midground, and larger mountains tower over the background.

The image deftly portrays an expansive vista, physically rooting the FRC at home in Paradise Valley, while suggesting the broader regional area of the FRC's impact. Places geographically far removed from the FRC, where the FRC also has influence, are represented by the communications towers. Our many visitors, as well as our use of technology and social media, help to disseminate the FRC's message of Franciscan charism around the corner and around the globe.

2020 - 2024 Strategic Plan

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Province of Saint Barbara

Vision, Mission and Values

The Franciscan Renewal Center, our beloved “Casa,” was founded by and remains today an active ministry of the Order of Friars Minor – part of the worldwide Franciscan family, following the footsteps of Sts. Francis and Clare of Assisi. The FRC works cooperatively with the Roman Catholic Diocese of Phoenix, and is a wholly owned entity of the Franciscan Friars Province of Saint Barbara, based in Oakland, California. As part of the Province of Saint Barbara, we joyfully share this Mission, we wholeheartedly embrace these core values, and we steadfastly strive to bring this Vision to life every day.

Mission

The Franciscan friars of the Saint Barbara Province are members of a Roman Catholic religious Order, from a diversity of backgrounds and cultures, dedicated to serving the poor and promoting justice, peace, care of creation, and reconciliation in the joyful and prophetic spirit of St. Francis of Assisi.

Core Values

Ministerial Vision

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.

PRAYER

Grounded in the Eucharist and in both communal and individual experiences of God, friars of the St. Barbara Province embrace prayer as an integral element of our Franciscan calling. We seek loving union with God and each other through Jesus Christ.

COMMUNITY

As brothers who love and rely on one another, friars of the St. Barbara Province celebrate bonds that transcend family ties, national origin, and culture. Our vocation of fraternity extends beyond our own community to recognize all of God’s creation as sister and brother.

JOY

Goodness and grace are gifts from God that nourish our lives. As disciples of Jesus Christ in the tradition of St. Francis, friars of the St. Barbara Province are called by joy to express gratitude for God’s never-ending abundance.

SERVICE

Transformed and inspired by the Gospel, friars of the St. Barbara Province dedicate themselves to loving service of God and the created world. We strive to respond to all we meet with care, justice, compassion, and minority.

Vision Statement

As a vibrant, welcoming community, we give our lives to the Gospel of Jesus Christ in humble and compassionate service, with special concern for the poor and marginalized. Dedicated to Christ with his open arms — and inspired by Francis, who embraced the leper — we promote justice, healing, peace, and reconciliation.

As members of the Order of Friars Minor, we work to strengthen our collaboration with the Church, the Order, other Provinces, and with our lay sisters and brothers. Enflamed and guided by the Holy Spirit, we seek always to model lives of minority and conversion.

In gratitude to those who have walked this path before us, we draw on a rich intellectual and spiritual heritage to renew and reform our fraternal life and ministry. We offer this Franciscan tradition to members of the communities where we serve, especially to inspire care for God's wounded, Spirit-charged creation.

As friars of many cultures, elder and younger, both lay and ordained, we respect and value our diversity and individual differences, acknowledging the dignity and holiness of the human person.

Sent from the Eucharistic table always to begin again, we depend on the gifts of the Spirit, and the gift of each other, as we follow the footsteps of Jesus Christ in a mission of joyful love.



Franciscan Renewal Center Mission and Values

Mission

Renewing lives through spiritual growth, healing and transformation, and service to others.

Values

Relationship over efficiency.

Sacred space.

Intuition as a superior form of knowing, along with rationality and senses.

Interruptions as potential opportunities for cooperation with the Spirit.

Diversity and inclusivity.

Providence of God.

Coincidence of opposites as inspiration for answers.

Proactive collaboration and cooperation.

Joyful service to others.

Voice of the underheard is motivation for service.

Prayerful discernment.

Cooperation with the Spirit.



Photo by Frank Baselice

Priorities: areas of inclusion

Areas of inclusion of each priority

Each priority is intended to cover specific areas of emphasis within the Franciscan Renewal Center.

Priority	Description
	<i>Primary departments and groups of impact</i>
1	Inspire and enable the FRC community to experience and exemplify the Franciscan charism <i>Worship, community building, formation, Franciscan charism</i>
2	Provide pathways to heal, serve and transform the OLA community and external community-at-large <i>Counseling ministry, faith in action, spiritual direction</i>
3	Ensure the FRC's financial and physical stability <i>Finance, sustainability, facilities, grounds, hospitality services, meetings & conferences, technology, human resources</i>
4	Be a leader in modeling Franciscan organizational effectiveness and collaboration <i>Human resources, governance, systems, structure, process, planning and Provincial relationship</i>

Definitions

In the following four sections, each priority is introduced, followed by a matrix of deliverables to move that priority forward over the Five Year Strategic Plan period.

The matrix for each priority is comprised of *goals* (which support the accomplishment of the priority), *objectives* (which impact the respective goal), and *responsible parties* (the titles and teams which will be responsible for accomplishing the objective). Finally the fourth column of the matrix, *due date goal*, provides the timeframe in which the objective is expected to be completed.

Strategic planning process and purpose



Photo by Peter Jordan

Holistic Approach to Strategic Planning

The Franciscan Renewal Center Board of Directors launched their process of creating the 2020 – 2024 Strategic plan at a three-hour strategy session March 3, 2018 facilitated by Vice-Chairperson Mike Mencuccini. This first session used the 2015 – 2019 Strategic Plan as a springboard to articulate shared goals for the future.

Several meetings over the next three months affirmed the current mission and values and participated in a rigorous SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis that resulted in reshaping of FRC's six goals for the prior planning period into four priorities:

- 1 Inspire and enable the FRC community to experience and exemplify the Franciscan charism
- 2 Provide pathways to heal, serve and transform the OLA community and external community-at-large
- 3 Ensure the FRC's financial and physical stability
- 4 Be a leader in modeling Franciscan organizational effectiveness and collaboration

A draft package of this work was forwarded to staff for input in July of 2018.

In October, four distinct work groups were established, each consisting of community members, staff and board members. These Priority Teams (six – ten individuals each) were charged with creating the goals and objectives for their priority area.

In January of 2019, the FRC Board met with FRC's Provincial Liaison, Fr. Garrett Galvin, to report on the plan's progress. Feedback received at that time was positive, confirming that FRC was aligned with the Province's overall objectives, in particular advancement of the Franciscan charism, care for creation and fiscal responsibility.

The Priority Teams met regularly during the winter and spring to refine and develop objectives, timelines, responsible parties and metrics. The FRC Board reviewed the draft strategic plan in May, with formatting and revisions taking place in June. The Board approved the final plan for submission to the Province's Board of Trustees at its July 2019 meeting.

Please note this Strategic Plan is intended to be a living and dynamic document. As action items are completed, new projects and initiatives may be added to the plan. Similarly, objectives may change over time and certain aspects of the Strategic Plan may no longer be pursued.

We pray, with God's help, to remain peaceful, prayerful and joyful as we work together to accomplish the tasks before us.

Carol Sanger

Mike Mencuccini
Strategic Plan Committee

Charles Brown

2020 - 2024 Strategic Plan Builds on Success

FRC uses the five year strategic plan to serve two separate but complementary purposes.

At the strategic level, the plan is used by FRC's Board of Directors to execute their oversight responsibilities. This includes ensuring:

- Programs serve the needs of the community as a place that provides spiritual growth, healing and transformation, and service to others.
- Physical campus (buildings, grounds, utilities, technology and other infrastructure) are maintained and serve the community well.
- Financial health and stability through the diversification of revenue sources, budgetary controls and risk management.

At the operational level, the plan provides the structure to track progress to specific goals over time. It is used by FRC's Executive Director and General Manager to prioritize programs and initiatives aligned with the strategic direction and ensure that adequate resources (staffing and funding) are available to achieve plan goals. The plan is also used by staff to manage their activities over time and to identify internal partners for shared objectives.



Photo by Bonnie Jeanne Wright.

Inspire and enable the FRC community to experience and exemplify the Franciscan charism

GOAL	OBJECTIVE	RESPONSIBLE PARTY	DUE DATE GOAL
1. Enhance the Worship experience by offering options and opportunities that engage a broader spectrum of generations	Develop the Liturgy of the Word for Children	Director of Family Catechesis; Liturgical Ministries, Family Catechesis Assistant; Director of Programs	September 2019
	Continue to develop, expand, and enhance liturgical ministry opportunities for children, teens, and families	Youth Minister, Family Catechesis Staff	2020 with phased implementation earlier as feasible
	Establish Children/Teen music ministries	Director of Liturgy and Music, Family Catechesis	Fall 2021
	Explore options for style variations in the Sunday liturgy	Director of Liturgy and Music, Family Catechesis, Community Life Director ("CLD," future staff)	Advent 2021
2. Build a greater sense of community by providing activities and events that are both interest-focused and accessible	Develop activities and programs based on generational needs	Family Catechesis, Director of Programming CLD	2021
	Develop occasional major activities welcoming members of the community to gather and enjoy fellowship	CLD, Family Catechesis, Director of Programming, Family Catechesis Staff, Director of Volunteer Services	2020
	Expand development of small faith communities so as to support the growth and health of the larger community	CLD, Family Catechesis, Faith in Action	Calendar 2020
	Develop a clear and consistent understanding and language to describe both the distinction and the bond between OLA and the FRC	CLD, Director of Programming, Huddle, Ministry Leaders	Calendar 2020, Annual review
	Develop an effective orientation process for new OLA members	CLD, Family Catechesis, Huddle, Executive Assistant and Database Administrator, Front Desk Staff	Calendar 2021; pilot Spring 2020

GOAL	OBJECTIVE	RESPONSIBLE PARTY	DUE DATE GOAL
	Continue to provide opportunities for service on the part of families both within and outside the FRC community	Faith in Action (FIA), Family Catechesis	Phase in 2020 – 2022
	Develop meaningful programs, groups, with aging population in mind	CLD	
	Deploy professional, comprehensive information gathering instrument to assess overall OLA needs	CLD, Family Catechesis, others	2023
3. Enhance the diversity and quality of formation options	Expand the reach of Adult Education throughout the FRC	Director of Programming, Director of Family Catechesis	2020 – 2021
	Re-establish a Marriage Preparation Program at the FRC within diocesan guidelines	Liturgical Ministries, Family Catechesis Assistant; Youth Minister	Process underway
	Review and enhance retreat offerings; explore additional models for retreat experiences	Director of Programming	Ongoing, with periodic review and adjustment as needed
	Continue to enhance faith formation for families, including teens and young adults	Director of Family Catechesis, Family Catechesis Staff	Ongoing, with periodic review and adjustment as needed
	Explore <i>Catechesis of the Good Shepherd</i> as an added formation opportunity for children, involving parents and others in the ministry	Family Catechesis, CLD	Fall 2021
4. Integrate and infuse the Franciscan culture in all we do	Explore and implement Poverello	CLD, Director of Programming, Faith in Action Staff	2020 – 2021, ongoing, with periodic review and adjustment as needed
	Enhance FST partnership	Director of Programming	2020 – 2021, ongoing
	Continue to expand the FRC's role for Franciscan vocation support	Friars, Director of Programming	Ongoing, with periodic review and adjustment as needed
	Demonstrate Franciscan attributes in ministerial partnerships		

PRIORITY #2

Provide pathways to heal, serve and transform the OLA community and external community-at-large

GOAL	OBJECTIVE	RESPONSIBLE PARTY	DUE DATE GOAL
1. Expand the FRC's counseling ministries to heal and transform lives	Provide clinical supervision based in Franciscan principles to volunteer therapists in our Counseling Ministry	Director of Counseling	
	Increase counseling sessions annually	Director of Counseling	
	Collaborate with Faith in Action to assess and address the needs of the veteran's community	Director of Counseling, Director of Faith in Action	
2. Grow the spiritual direction ministry to better serve the FRC and external community	Create opportunities for continuing formation and participation in community for spiritual directors	Coordinator of Spiritual Direction Ministry, Ongoing Formation Committee	FY 2020 – 2024
	Increase understanding, visibility and availability of spiritual direction within the FRC community	Coordinator of Spiritual Direction Ministry, FRC Relationship Committee	FY 2020 – 2024
	Collaborate with other ministries at the FRC to assess and address the needs of veterans	Coordinator of Spiritual Direction Ministry, Outreach Committee	FY 2020 – 2024
	Develop and apply professional standards and guidelines for spiritual directors at the FRC	Coordinator of Spiritual Direction Ministry	FY 2020
	Collaborate with other spiritual direction centers to make spiritual direction at the FRC available for the external community	Coordinator of Spiritual Direction Ministry	

GOAL	OBJECTIVE	RESPONSIBLE PARTY	DUE DATE GOAL
3. Intentionally share the social teachings of the church and Franciscan principles through preaching, prayers and education. Provide pathways for the community-at-large to understand and live out those principles	Enhance the Season for Nonviolence (SNV) Certificate program	SNV Program Coordinator, Director of Programming, FIA Department	FY 2023
	Enhance the connection between FIA Ministry members and prayer and liturgical experiences	Director of FIA, FIA Program Coordinator, Liturgy Staff, Friars, Communications, Family Catechesis	FY 2021 – 2024
	Offer formational and educational opportunities for OLA members and the external community to connect and practice the principles of Catholic Social Teaching (CST) with current social issues	Director of FIA, Director of Programming, FIA Program Coordinator	FY 2020 – 2024
	Collaborate with Community Life Director (future) to develop justice focused small faith communities	Director of FIA, Huddle staff, Director of Programming, Community Life Director (future)	FY 2024



GOAL	OBJECTIVE	RESPONSIBLE PARTY	DUE DATE GOAL
4. Ensure the FRC has healthy, active outreach ministry teams to assess and serve the needs of the community-at-large	Hire an additional part-time (20-25 hours a week) staff person	Director of FIA, General Manager	FY 2021
	Assist Priority 4 group and the Volunteer Department in creating a training program to develop effective team leaders/chairpersons for the ministry teams	Director of FIA, Center for Leadership Wellness (CLW), Director of Volunteer Services, FIA Program Coordinator	FY 2023
	Ensure there are effective Direct Service Ministry teams, Empowerment Ministry teams, Development efforts, Solidarity/ Accompaniment efforts and Advocacy pathways through which FRC and external community members can serve the vulnerable and those on the margins of society	Director of FIA, FIA Program Coordinator	FY 2020 and annually
	Develop policies and procedures to determine how FRC staff and OLA members can communicate on social issues	Director of FIA, FRC Board, FRC Leadership, Friars, Definitorium	FY 2022
	Engage with 22 – 40 year-olds about involvement in the Faith in Action Ministries	Director of FIA, FIA Program Coordinator	FY 2024
	Along with Adult Ed and Huddle, develop a rapid response team to address critical, current social issues and the FRC's plan of action	Director of FIA, Huddle members, Director of Programming, FIA Program Coordinator	FY 2024

GOAL	OBJECTIVE	RESPONSIBLE PARTY	DUE DATE GOAL
5. Educate, advocate and demonstrate the Franciscan principles of Care for Creation	Implement ecological projects on the FRC campus to increase our environmental stewardship	Director of FIA, Director of Operations	FY 2020 and annually
	The OLA Community and community at large will learn about ecological issues and the Franciscan perspective on addressing those issues	Director of FIA	FY 2020 and annually
	OLA community will take concrete actions in their own lives to demonstrate a Franciscan ethic of care for creation	Director of FIA	FY 2020 and annually



Photo by Frank Baselice

Ensure the FRC's Financial and Physical Stability

GOAL	OBJECTIVE	RESPONSIBLE PARTY	DUE DATE GOAL
1. Maintain and support a culture of generosity focused on sustainability of relationships and the ongoing needs of the FRC.			
Build FRC's development capacity	Ensure the sufficiency of resources to meet FRC's financial needs	Sustainability Team, Endowment Team, Finance Director, General Manager	Annual review
	Develop a fundraising process for projects that require funding outside of FRC's operating budget	Sustainability Team, General Manager, FRC Board	FY 2021
	Secure 100% Board participation in DTV tours and cultivation/ stewardship events	FRC Board of Directors, Sustainability Team, Endowment Team	Annual review
	Recruit director with broad fundraising experience to oversee all aspects of development including Sustainability, Endowment, liturgical giving and grants	General Manager	To be determined
Improve overall giving through a coordinated stewardship program	Develop an integrated stewardship program for all revenue generation sources	Sustainability Team, Endowment Team, Liturgy Team, Friars	FY 2021
Increase the value of FRC's Endowment	Develop and execute a rolling three-year plan to grow the Endowment	Endowment Team, General Manager	FY 2020
	Implement expanded legacy workshop program, engaging internal and external partners	Director of Programs and FRC's Endowment Initiative, General Manager	FY 2020
	Ensure sufficient resources (human & other) to carry out objectives of the Endowment Initiative	General Manager, Endowment Team	Annual review
Ensure the protection of FRC's Endowment assets and compliance with donor intent	Determine and implement structure to protect and manage the endowment	FRC Board of Directors, General Manager, Friars	September 2020

GOAL	OBJECTIVE	RESPONSIBLE PARTY	DUE DATE GOAL
2. Grow operational revenues utilizing both existing lodging/meeting space.			
Increase occupancy and revenues annually	Increase M & C occupancy and revenues annually, taking into account staffing and ability to service attendees	M & C Team	Annual review
Provide sufficient staff knowledge to staff in: logistics, meeting planning, contract negotiation and customer service	Maximize effectiveness by maintaining the appropriate staffing levels to ensure the department can realistically attain performance levels fiscally and provide superior customer service	M & C Team	Annual review
Build name recognition in the non-profit and religious markets	Identify local networking and trade show opportunities through exploring social media avenues and enhance the FRC website experience	M & C Team, Communications	FY 2020
Provide adequate and appropriate space that is attractive, comfortable and a professional environment for meetings, meals and overnight residency	Review current and new construction/renovation plans for lodging, meeting space and F & B	M & C Team, Director of Operations	Annual review
3. Measure and evaluate current and evolving capital needs	Reserve Study for development of a long-range view of capital needs	Operations Manager, Finance Director, General Manager	FY 2020
	Develop budgets to complete capital improvements required by Reserve Study	Operations Manager	FY 2020
	Provide expansion of facilities, including offices, guest rooms, renovation of existing kitchen and centralized maintenance/storage center	Building Committee, Sustainability Team	FY 2024

GOAL	OBJECTIVE	RESPONSIBLE PARTY	DUE DATE GOAL
4. Continually review all departments to assess mission alignment and financial strength	All departments to identify expense controls and opportunities for growth	All staff under the direction of the General Manager and Finance Director	April to July each year
	Liturgy and Sustainability work together to improve overall giving	Director of Liturgy, Major Gift Officers, Friars	FY 2021
	Review and strengthen collaborative partnership with the Province	Executive Director, General Manager, Finance Director, Major Gift Officers, Endowment Lead, Director of Liturgy, Operations Director, Sr. Managers & Directors	Annual review
5. Maintain and enhance FRC technology	Implement new logistics software to accommodate a growing campus	Automation and Technology Committee, RM Director	FY 2021
	Strengthen IT resources, both human and technological	Automation and Technology Committee, IT Staff	Annual review
	Review internet and intranet capabilities	IT Staff, Director of Operations	Annual review



Photo by Frank Baselice

Be a leader in modeling Franciscan organizational effectiveness and collaboration

GOAL	OBJECTIVE	RESPONSIBLE PARTY	DUE DATE GOAL
1. Incorporate the FRC model defined in the most recent strategic plan of Franciscan organizational effectiveness and collaboration (FOEC) into the culture of the FRC	Share the published FRC model with internal stakeholders (e.g.: staff, board, ministers, volunteers, etc.)	FOEC team	2020
	Share the published FRC model with the greater community	FOEC team	2021
2. Enhance an environment that honors the dignity and recognizes the holiness inherent in each participant at the FRC	Build this goal into FRC's HR practices	HR team	2021
	Foster opportunities for staff spiritual and/or personal development	Departmental Directors and Ministry Leaders	2022
3. Advance the FRC as a partner in the development of Franciscan culture among other institutions	Exhibit leadership in developing the Franciscan culture as it relates to leadership in the U.S.	CLW team	2024
	Explore links between Franciscan values/ culture and leadership development	CLW team, Executive Director, General Manager	2024
	Explore how to make FOEC a part of Franciscan formation in general	CLW team	2024
4. Create a system of measurements	Monitor progress towards the goal of enculturating and practicing our Franciscan model of organizational effectiveness and collaboration	FOEC team	2022
	Establish a process of analyzing results	FOEC team	2023

GOAL	OBJECTIVE	RESPONSIBLE PARTY	DUE DATE GOAL
	Devise a system for making changes to the model's processes as needed to obtain intended results	FOEC team	2024
5. Succession planning	Develop succession plans for key leadership positions, including those positions held by Friars	Board of Directors, General Manager, Executive Director	2020



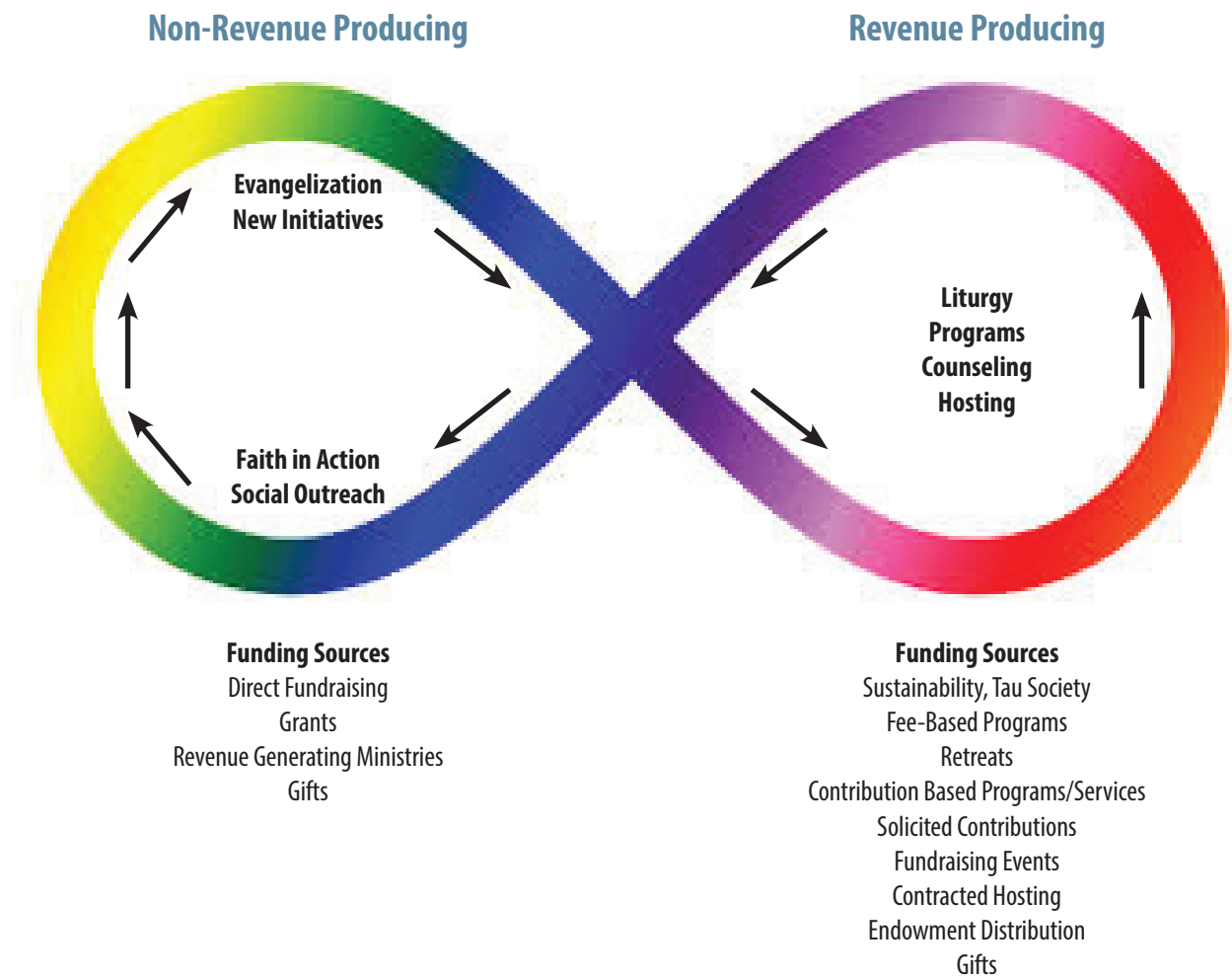
Photo by Frank Baselice

FRC Business Model

FRC Business Model:

Mission Driven, Fiscally Responsible

Ministries and Funding Sources



APPENDIX B

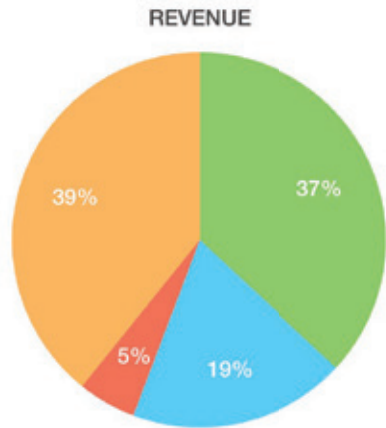
FRC Financial Matrix

2014 – \$3.4 Million

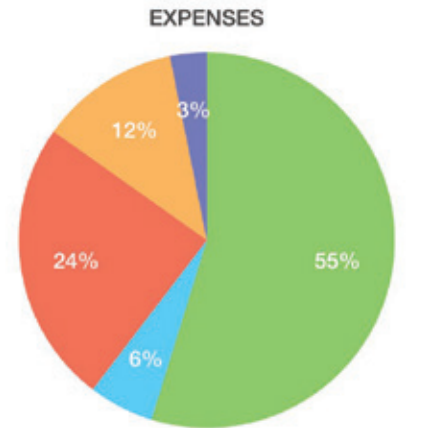
REVENUE	
Sunday Collections and Church Revenues	\$1,260,000
Sustainability	\$645,000
Endowment Drawdown	\$171,000
Retreats, Meetings, Conferences & Other	\$1,340,000
TOTAL INCOME	\$3,416,000

EXPENSES	
Compensation and Benefits	\$1,926,000
Sustainability	\$196,000
Guest Services/Ministerial Costs	\$859,000
General Overhead/Administration/Assessment	\$423,000
Capital Expenditures	\$111,000
TOTAL EXPENSES	\$3,517,000

MONEY LEFT OVER	
Income minus expenses	-\$101,000



- Sunday Collections and Church Revenues
- Sustainability
- Endowment Drawdown
- Retreats, Meetings, Conferences & Other



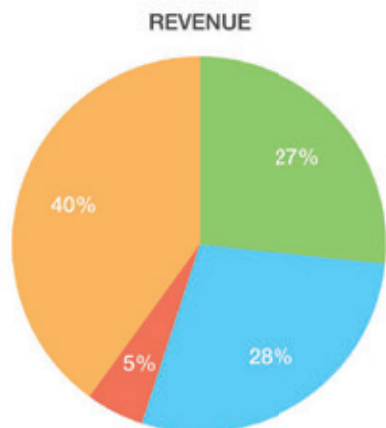
- Compensation and Benefits
- Sustainability
- Guest Services/Ministerial Costs
- General Overhead/Administration/Assessment
- Capital Expenditures

2024 Forecast – \$6.0 Million

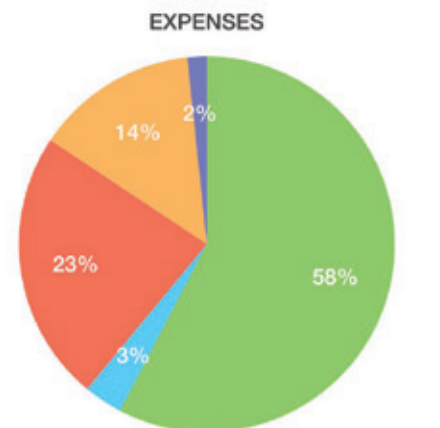
REVENUE	
Sunday Collections and Church Revenues	\$1,600,000
Sustainability	\$1,700,000
Endowment Drawdown	\$300,000
Retreats, Meetings, Conferences & Other	\$2,400,000
TOTAL INCOME	\$6,000,000

EXPENSES	
Compensation and Benefits	\$3,460,000
Sustainability	\$200,000
Guest Services/Ministerial Costs	\$1,400,000
General Overhead/Administration/Assessment	\$840,000
Capital Expenditures	\$100,000
TOTAL EXPENSES	\$6,000,000

MONEY LEFT OVER	
Income minus expenses	\$0



- Sunday Collections and Church Revenues
- Sustainability
- Endowment Drawdown
- Retreats, Meetings, Conferences & Other



- Compensation and Benefits
- Sustainability
- Guest Services/Ministerial Costs
- General Overhead/Administration/Assessment
- Capital Expenditures

FRC Shared Services Organizational Matrix

Shared Services Organization

Liturgy & Prayerful Celebration	Retreats & Learning	Counseling	Meetings & Conferences	Faith in Action
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Primary Revenue Generating Ministries

Strategy focuses on specific needs of that group from attraction through delivery of services.

Operationally responsible for all functions that are unique to that ministry.

Facilities, Grounds, Housekeeping
Front Desk
Food & Beverage
Marketing & Communications
Administration, Finance and Development

Functions Primarily Serve Across Ministry Lines

Strategy focuses on service levels, unity of message and feel, cross-utilization, community building and efficiency.

FRC Community Statistics, 2018

2,284 Registered Families in the Conventual Church of Our Lady of the Angels

116,565 Total Communion

5,231 Unique Individuals Registered for Programs, Classes, Retreats and Workshops

16 Faith in Action Programs and Ministries

4,081 Communion Calls to the Sick and Homebound, by 23 Pastoral Care Ministers

23,396 Non-profit Guests Participated in Hosted Meetings or Conferences

1,044 Spiritual Direction Sessions

5,500 Hours of Behavioral Health Counseling

55,645 Meals Served to Program Participants and Non-profit Guests

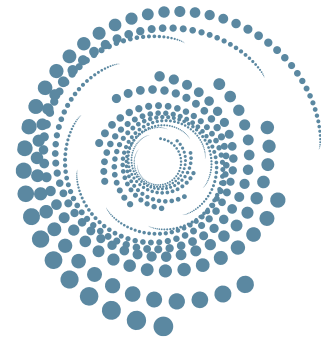
FRC Wind Chime Metaphor



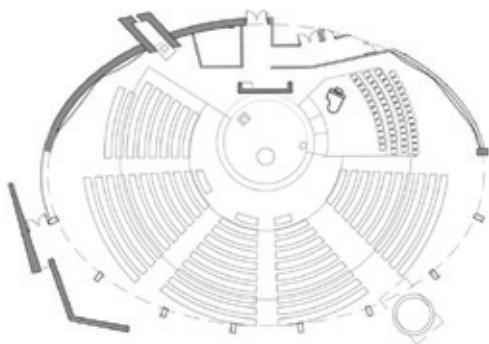
During the development of the 2009 – 2014 Strategic Plan facilitated with Kathleen Flanagan, the staff ideated the Wind Chime as an apt metaphor for the relationship among the FRC's many diverse community segments and ministries:

- Composed of different sized tubes that are interrelated and important to the harmonious sound of the whole
- Held together by what is above them
- Moved by the same center piece (representing our Franciscan charism), which is set into motion by the wind catcher (the Holy Spirit)
- The vibrating sound energy moves out in concentric circles far beyond our grounds and influences others in ways we will never know
- The transformation of wind energy to sound energy mirrors the transformation we seek within ourselves and our community

When the time came to create the logo for the RENEWING LIVES Campaign, which funded the creation and construction of the new Church of Our Lady of the Angels and Community Life Center, among other various capital improvement projects, the wind chime metaphor was recalled. Re-imagined and viewed from above, a wind chime looks like the image to the right, with various discrete elements intentionally coming together into groups, ministries and teams; welcoming the Spirit to act through us to coalesce and create the future, represented by the 'great unknown' of the center.



This shape is also referenced in other important aspects of the FRC, including the central worship space of the new church (left) and the functional organizational chart (right):



Glossary

CLD

Community Life Director, a future role planned to augment the FRC's team.

CLW

The Center for Leadership Wellness. When the renowned leadership effectiveness training program formerly known as "Survival School" joined the Franciscan Renewal Center, a new department was created: the Center for Leadership Wellness.

CST

Catholic Social Teaching is the Catholic doctrines on matters of human dignity and common good in society. The ideas address oppression, the role of the state, subsidiarity, social organization, concern for social justice and issue of wealth distribution.

Definitorium

The Franciscan Province of Saint Barbara, to which the FRC belongs, operates on a decentralized basis, through elected leadership (definitors) working in cooperation with small local communities where work and service flow from prayer and fraternal support. The group of definitors is called the Definitorium, which works in conjunction with the Provincial Minister and Provincial Vicar to lead the Province.

DTV

Discover the Vision. The best way to understand the transformative vision and many programs of the FRC is to invest one hour for the Discover the Vision event, usually presented on 1st and 3rd Thursdays.

Endowment

A financial endowment is a legal structure for managing and indefinitely perpetuating a pool of investments. Endowments are structures so that the principal value is kept intact, while the investment income or a small part of the principal is available for use each year.

F & B

Borrowed from the lodging and restaurant industry, stands for "Food & Beverage" and pertains to the purchase, preparation and service of food and beverages. The FRC is well known for excellence in food quality!

FIA

Faith in Action, the department of the Franciscan Faith in Action Ministry empowers our community, as the people of God, to fulfill the Church's mission of love, justice, freedom, and peace. A vibrant collection of ministries, FIA is active in the areas of nonviolence, education & formation, empowerment, development and direct service.

FOEC

Acronym for "Franciscan Organizational Effectiveness and Collaboration," a handy way to describe the team and deliverables for Priority 4.

FST

The Franciscan School of Theology, formerly based in Berkeley, California, the FST has been in the process of moving onto the campus of University of San Diego.

HR

Human Resources, the people, paid and volunteer, whose talents ensure the operation of the FRC.

IT

Information Technology. The various computers, servers, cloud storage, routers, internet access, and so forth that keep the FRC technologically on track.

M & C

Acronym for “Meetings & Conferences,” non-profit groups which utilize the FRC’s facilities for events and retreats. Formerly referred to as “hosted,” for activities hosted by other organizations on the FRC’s grounds.

OLA

Acronym for “Our Lady of the Angels,” the conventual church located at the Franciscan Renewal Center. Churches are “conventual” when they belong to the convent of the religious community (in this case, the Franciscan Friars of the Province of Saint Barbara) rather than to the diocese. OLA is not a parish, though it works in cooperative partnership with the mission of the diocese.

Poverello Initiative

A strategy of the Province of Saint Barbara to strengthen and extend the Franciscan charism. *Poverello*, which means “little poor man,” is a popular Italian nickname for St. Francis. The mission of the Poverello Initiative is to foster Franciscan charism, culture, and tradition by providing professional and spiritual formation training and support to board members, lay leadership, staff, supporters, church community members, and friars.

Reserve Study

A long term capital budget planning tool which identifies the current status of the reserve fund and future funding requirements to ensure sufficient funds are available when major expenditures occur.

RM

Acronym for “Retreat Manager,” a highly specialized software program utilized by the FRC to manage schedules and room inventory. An extension of Retreat Manager, known as the “Portal” feeds event information to the FRC’s website and facilitates on-line registration.

SNV

Season for Nonviolence, the 64 day period dedicated to demonstrating nonviolence as a powerful way to heal, transform and empower our lives and our communities through education.

Since 1951, the Franciscan Renewal Center – affectionately known as the “Casa de Paz y Bien,” or simply “the Casa” – has existed as a Catholic retreat center in Paradise Valley, Arizona to offer spiritual growth, healing and transformation that moves lives into the service of others.

The FRC was founded by and is today an active religious community of the Order of Friars Minor – part of the worldwide Franciscan family, following the footsteps of Sts. Francis and Clare of Assisi. The FRC is a wholly owned entity of the Franciscan Friars Province of Saint Barbara, based in Oakland, California, that works cooperatively with the Roman Catholic Diocese of Phoenix.

Activities at the FRC include daily and Sunday Mass, private retreats, gathering space for non-profit groups, as well as 50 volunteer ministries that give aid to the economically poor or vulnerable, empower individuals to improve their circumstances, and build community fellowship.

*Discover more at **thecasa.org***



Franciscan Renewal Center

Peace. Renewal. Good.

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