

**Wisconsin Religious Collaborative
Board of Directors Meeting**

July 21, 2025 - Zoom

Minutes

Roll Call

Pat Cormack, SCSC	President	Present
Sylvia Anne Sheldon, OSF	Vice President	Excused
Theresa Sandok, OSM	Secretary	Present
Sue Ernster, FSPA	Treasurer	Present
Rose Jochmann, OSF	Board Member	Present
Agnes Johnson, OP	Board Member	Present*
Sharon Pollnow, CSA	Board Member	Present
Jean Schafer, SDS	Board Member	Present
Julie Schwab, OP	Board Member	Present
Sharon Glumb, SLW	Shared Services Director	Present

* For Mary Ann Pevas, OP

Also Present

Facilitators Ellen Bartel and Beverly Heitke, SDS

Call to Order, Prayer, and Introductions

Pat Cormack, SCSC, called a regular meeting of the Board of Directors of the Wisconsin Religious Collaborative to order at 9:00 a.m. She led an opening prayer and invited attendees to introduce themselves.

Purpose of the Meeting

The meeting's purpose was to explore collaboration options in four key areas identified in the recent questionnaire: human resources, financial management, healthcare, and communications. The facilitators provided a handout outlining congregational needs, resource-sharing opportunities, and suggested resources compiled from the questionnaire responses (Attachment 1). At the end of the meeting Sharon Glumb, SLW, distributed the verbatim questionnaire responses (Attachment 2) and a paper by Mark Schafale on administrative collaboration (Attachment 3).

Recommendations and Collaborative Opportunities

The facilitators invited participants to speak to the needs they identified in the questionnaire. Participants then proposed responses, resulting in the following suggestions:

HR consultants. For congregations not in need of a fulltime HR professional, Pat Cormack, SCSC, recommended NorthstarPMO Inc., a fractional HR organization based in Boston led by president David Bradshaw. Sharon Pollnow, CSA, recommended Jenna Bidwell (715-315-1058, jbidwell@cottinghambutler.com), director of Cottingham & Butler Total Rewards Consulting based in Wisconsin.

Commissaries. Participants expressed a need to identify persons who could serve as commissaries, i.e., canonically appointed leaders. The need is more urgent for some WRC institutes than for others. A couple of WRC member congregations reported that they might be open to providing a commissary. Sharon Glumb, SLW, will initiate exploratory conversations with the School Sisters of St. Francis and the School Sisters of Notre Dame about the possible availability of people in their congregations to serve as commissaries. She will also explore what LCWR may be doing to surface and train potential commissaries.

Archive guidelines. The Sinsinawa Dominicans recently drafted a set of archive guidelines that they are willing to share. Julie Schwab, OP, will send the guidelines to Sharon Glumb, SLW. Sharon will send them to Pat Cormack, SCSC, for posting on the WRC website.

Archivist. In two years, the FSPAs will not require a full-time archivist and are open to sharing their archivist's services.

Formation personnel. The Sinsinawa Dominicans are open to welcoming women discerning a call to religious life. Although they currently have no novices, they also lack someone to serve as novice director should one enter. No suggestions for collaboration within the WRC were offered, but the possibility of participating in a collaborative novitiate elsewhere was mentioned.

Legacy planning. A number of needs around legacy planning were discussed, including drafting a legacy document, establishing a trust or foundation, farmland planning, etc. Sharon Glumb, SLW, will initiate an exploration of this topic with members.

JPIC resources. Several participants expressed a desire to pursue JPIC initiatives more efficiently, including the possibility of sharing justice promoters. Sharon Glumb, SLW, will initiate a conversation with representatives of four congregations – Sisters of St. Agnes (Peg Spindler, CSA), Franciscan Sisters of Perpetual Adoration (Laura Nettles, FSPA), Racine Dominicans (Mary Ann McMann, OP), and Sinsinawa Dominicans Reg McKillip, OP) – to clarify what is being done and surface possibilities for greater collaboration.

Farmland planning. Rose Jochmann, OSF, said that her congregation has 156 acres of land now leased to a farmer. The congregation's goal is to protect the land, possibly by placing it into a conservation easement and then selling it. Julie Schwab, OP, is currently drafting an agricultural conservancy for the Sinsinawa Dominicans. Rose will consult with Julie to get ideas and

guidance for the project. The CSA's can also provide information and guidance on land conservancies.

Aging in place. The FSPAs have a person who works with sisters who are aging in place. She's a retired geriatrics professor and a former member of their community. Theresa Sandok, OSM, will talk to Sue Ernster, FSPA, about the possibility of sharing her services. Sue will share the job description for the Aging in Place position.

Palliative care. The Merrill Sisters contract for palliative care on an as-needed basis through Interim HealthCare. They receive Medicare reimbursement for most of the services. Pat Cormack, SCSC, is happy to share information on enrolling all sisters in palliative care and how the process works. This could be a topic for a future Bi-monthly Conversation.

Assisted living options. The Salvatorian sisters and Green Bay Franciscans will accept members of other communities in assisted living as space allows. The Lake Franciscans may have rooms available at Franciscan Shores once they are licensed.

Sale of motherhouse. The Green Bay Franciscans are exploring the possibility of selling their motherhouse, with the sisters continuing to live there as long as needed. Sue Ernster, FSPA, will send Rose Jochmann, OSF, contact information for a potential buyer, Krista Mendyke, who purchased an FSPA nursing home for assisted living.

Healthcare and nursing care agreement. The FSPAs have an agreement with Mayo for healthcare and nursing care. Sisters who serviced at a Mayo site in Eau Claire, La Crosse, or Rochester get free healthcare after insurance. The FSPAs are willing to share the format of that agreement.

Webmaster. The Salvatorian sisters need a part-time webmaster to oversee their website design and content. Theresa Sandok, OSM, will send Jean Schafer, SDS, contact information for Christian Brothers' website services. Julie Schwab, OP, said that although their webmaster could not take on another community's website, she could be a resource for the Salvatorians.

Priorities

The Board approved the following action items as priorities from today's meeting:

- Commissaries
- Legacy Planning
- JPIC Collaboration
- Archive Guidelines
- Financial Management Collaboration
- Healthcare Resource Information Sharing

Sharon Glumb, SLW, will take responsibility for implementing these priorities.

Board updates

Sharon Glumb, SLW, will present a report at every board meeting on collaborative actions taken.

Future Meetings

Bimonthly Conversations: Zoom 10:00-11:30 a.m.

Date	Presenters	Topic
27 Aug 2025	Julie Heiberger and Jane Herb	Sharing Management across Congregations
10 Dec 2025	TBD	TBD

Board Meetings

Date	Time	Location	Prayer Leader	Notes
15 Sept 2025	9:30-2:30	Lake Franciscans	Julie Schwab OP	
27 Oct 2025	9:30-2:30	Zoom	Sue Ernster FSPA	
5 Jan 2026	9:30-2:30	Zoom	Rose Jochmann OSF	
2 Mar 2026	9:30-2:30	Zoom	Theresa Sandok OSM	Annual Meeting
4-5 May 2026	noon-noon	TBD in person	Sylvia Anne Sheldon OSF	Joint Teams
13 July 2026	9:30-2:30	La Crosse	Mary Ann Pevas OP	

Adjournment

The meeting was adjourned at 3:00 p.m.

Respectfully submitted,



Theresa Sandok, OSM
WRC Secretary

HUMAN RESOURCES:

NEEDS

HR assistance when staff turnover occurs – SDS

Need a pool of possible CAL candidates or an order with a pool – OSF-GB

Need commissary – OSM

Would a list serv for WI be helpful so we could respond when we know more about the need for a CAL? – OP-S

May establish a lay advisory board or add laity to Administrative Board to prepare for possibility of a sister from another country as Regional Leader – SDS

Seeking sponsor or a PJP for our university – CSA

Shared resources for JPIC, trained formators – FSPA

Collaborative effort in JPIC – OP-R

OFFERS TO SHARE

Experience companioning sisters in assisted living – SCSC

Experience establishing PJP to transfer sponsorship of elementary and high schools – OP-S

Have four ministries preparing to request diocesan PJP, scheduled to meet with Archbishop Grob – Lake OS-F

Open to sharing archivist – OP-S, FSPA

Have a sister who could be a commissary, could possibly enter into a covenant with another WRC congregation – OP-S

May have members who could be a CAL – CSA

Possibly enter into a covenant with WRC congregation - FSPA

Already sharing JPIC resources and will continue to do so – CSA

Integral Ecology – FSPA

HUMAN RESOURCES CONTINUED

RESOURCES RECOMMENDED

John Vianney, St. Luke Institute – FSPA

ADRC – FSPA

Rescue Dog Technology– Internet service– SDS

Lynn Jarrell -canon lawyer -CSA

Sharon Euart and Chris Fusco -RCRI canon and civil law consultants CSA

FINANCIAL MANAGEMENT:

NEEDS

Outsourcing Finance Director – OSM

Identifying a Financial Consultant – SDS

Farmland planning – OSF-GD

OFFERS TO SHARE

Outsourced accounting -SCSC

Outsource Payroll to ADP – OP-R

Investment Advisors BMT – OSF-GB

S. Hertha, CFPO – CSA

Information/Guidance for Land Conservancy – CSA

Caritas Vehicle Services – OSM

KED – auditors – OP-S

Christian Brothers-insurance – OP-S

RESOURCES NEEDED

Experience in crafting trusts for management of financial assets (tax attorney, financial consultant, canonists – SCSC, FSPA, SDS

RESOURCES TO SHARE

Finance staff can't be shared but could offer guidance or expertise as able – OP-R

Land Justice Futures – FSPA

NE WI Land Trust – OSF-GB

HEALTH CARE FOR THE SISTERS:

NEEDS

Is it possible to collaborate with ecumenical or interfaith group on care for those with dementia? - SDS

Healthcare Coordinator – OSM

OFFERS TO SHARE

Experience companioning sisters in Assisted Living with staff who act as family – SCSC

Contracting palliative care for healthcare/wellness – SCSC

Aging in Place – FSPA

Space in our Assisted Living facility at such time that it is available – SDS, OSF-GB

RESOURCES TO SHARE

Receiving housing/healthcare from OP-R and actively exploring other partnerships – OP-S

Mayo agreement for healthcare and nursing care for 65 sisters – possibly shareable - FSPA

COMMUNICATIONS:

NEEDS

Part-time webmaster – SDS

OFFERS TO SHARE

Share and collaborate – communications and development are fully staffed – OP-S

RESOURCES RECOMMENDED

For your reference: WRC Board Participants July 21, 2025

Sharon Pollnow CSA	Congregation of Sisters of St. Agnes: Fond du Lac
Julie Schwab OP-S	Dominicans of Sinsinawa
Agnes Johnson OP-R	Racine Dominicans
Pat Cormack SCSC	Sisters of Mercy of the Holy Cross: Merrill
Sylvia Anne Sheldon	Lake-OSF Sisters of St. Francis of Assisi: Milwaukee
Jean Schafer SDS	Sisters of the Divine Savior: Milwaukee
Theresa Sandok OSM	Servants of Mary: Ladysmith
Sue Ernster FSPA	Franciscan Sisters of Perpetual Adoration: La Crosse
Rose Jochmann GB-OSF	Sisters of St. Francis of the Holy Cross: Green Bay

Administrative Collaboration

Mark Schafale

The Vision

- ❖ A community with administrative resource capabilities (the Provider) agrees to take on specific administrative tasks for another community (the Receiver);
- ❖ The two communities are in a direct relationship for the agreed services;
- ❖ The arrangement will most likely be supported remotely, as it is rare that two communities' physical locations are close enough for a full-time on site presence;
- ❖ This collaborative arrangement is a "win/win" for both communities.

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Potential Benefits of Collaboration

- ❖ **Lighten the Burden**--directly managing administrative functions can be mostly assumed by a community able to assume those burdens;
- ❖ **Expertise**--Provider likely brings more specific knowledge of religious community needs than an outsource provider or newly hired employees would;
- ❖ **Cost**--this model is likely to be a lower cost to the Receiver organization than hiring from outside and may also reduce the cost burden on the Provider by using its resources more fully.
- ❖ **Larger Collaboration**--this model can bring communities in a closer relationship which may lay the groundwork for additional collaboration in the future.

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August 10, 2023

Critical Success Factors--PROVIDER

1. Provide services with the same level of commitment to all parties being served—no “second class” service relationships;
2. Provide services needed by the Receiver—not what Provider wants to provide;
3. Clarify any limits on service at the beginning of the relationship;
4. Be open and honest (even a bit conservative) about cost and reimbursement expectations early in the relationship;
5. Listen to Receiver’s concerns throughout the process.

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Critical Success Factors--RECEIVER

1. Trust that your Provider is engaging in Good Faith;
2. Know that things will be DIFFERENT. Focus on the outcomes, not the details of how services are performed;
3. Bring concerns about level of service or specific outcomes or cost to Provider quickly;
4. Recognize all services have a cost and such costs must be borne by someone. Even if the service is not as effective as desired, there was still a cost to provide.

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Critical Success Factors-- BOTH PARTIES

1. Focus on the relationship. If the project is successful, the two groups will be in relationship for years. Get off on the right foot; cultivate the relational aspects;
2. Plan well! Execute a Memorandum of Understanding (MOU) at the beginning. MOU should cover four critical areas:
 - a. Scope of work to be performed (including appropriate limitations);
 - b. Service delivery method (remote, on site; internal Provider resources vs coordinated outside service vendors, etc.)
 - c. Cost reimbursement structure;
 - d. Responsibilities to resolved problems and conflicts.

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Critical Success Factors-- BOTH PARTIES

3. After the initial MOU document is signed, specific deliverables and timetables need to be developed in order to harmonized expectations.
4. Share your frustrations, early and often, so they can be resolved before they grow. This applies to:
 - a. Relationship dynamics;
 - b. Outcome of services
 - c. Cost
5. Recognize the relationship will NOT be PERFECT. It can be very good, even great. But don't set impossible expectations.

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NAME OF CONGREGATION: Dominicans of Sinsinawa

6. Strategic/long-term planning for the future (describe the following) What are you doing / needing in each area? Do you have someone you could share? Who? Do you have a succession plan? How do you want or hope to collaborate?	RESPONSES
Archival Storage / Care	Our archives are going to Boston College. Active archives will remain on site Open to conversation to share archivist
Financial Management	We have an Extremely competent CFO. We anticipate keeping finances onsite for the next five years at least.
Human Resources / Staffing	Our HR person is a layperson and is also the Campus Administrator. Due to relocation of 100 sisters, we have decreased our staff by 50%
Communications / Fundraising	Currently we have full staff for Communications and Development. We are very interested in collaborating.
Sisters' overall health care	Care of our sisters is no longer at Sinsinawa. We presently have 14 sisters living with the Racine Dominicans. 95 sisters live in senior housing with Presbyterian Homes in Muskego, WI We are actively exploring other partnerships for assisted living and memory care with other religious communities in the Milwaukee Area
Final disposition of resources / legacy	Conservation Easement in process Cemetery Endowment in process Archives almost ready to move to Boston College Campus reorganization of buildings is in process
Final disposition of buildings & land	We are exploring a transfer of ownership of some of our buildings. If this is not successful, those buildings will be deconstructed.
Associates	We have associates and they are currently discussing future relationship options.

• IT / Website Oversight	We contract with Parasol Alliance for our IT needs
• Peace / Justice / Integrity of Creation Group	Reg McKillip, OP, one of our sisters, is presently in this role and collaborates with other Dominican congregations and in the Legislative Action Network
• Granting Funds to a PJIC causes	Our sisters and associates manage our own grant funds and our alternative investment funds.
7. Other	
Does your congregation have any historical or charism relationship with another congregation? Explain.	Yes, with Dominicans, Maryknoll, Geographically near Sinsinawa
Does your congregation have the potential to enter into a covenant with another WRC congregation that needs canonical leadership? Explain	Perhaps, depending on the scope of need.

Part II

1. What are the concrete “needs” of your congregation at this time that you would like WRC to address, especially in relation to Governance or Management?

May be interested in collaborating with needs relating to initial membership

2. What projects are you currently pursuing, e.g., providing for sisters’ care, plan for properties, etc.?

We are in collaboration for senior housing/healthcare, outreach at the Mound, sponsorship, land, Disentangling sponsored ministries and governance

3. How are you preparing for the future?

- What preparation is completed?
Moved our sisters to appropriate housing and healthcare offsite
Established a PJP, which enabled the transfer of sponsorship of our elementary and high schools
Sold our skilled care facility
Sold our girls camp in Northern WI
We deconstructed some of our buildings
We sold under-used residential properties
Capital Campaign
Reduced our staff by 50%
- What is underway (anticipated completion)?
Renovating buildings after downsizing
Hoping to transfer ownership of many of our buildings on campus
Conservation easement
Developing a partnership with Fields of Sinsinawa to promote regenerative agriculture

- What are you discerning for the near future?
Transfer ownership of buildings or deconstruction
Governance conversations
We envision some ministry options in the renovated spaces at our motherhouse—conference center
- 4. What are some non-negotiable elements for your congregation in collaborating?
We are not interested in taking on liabilities
Ensuring quality care of our sisters and their participation in Dominican Life.
Our sisters maintain voice and vote in future decision-making as much as possible (consensus)
Mutual respect for diversity
- 5. What resources beyond LCWR Region 9 might be helpful to collaborating to meet our WRC Congregational needs?
How congregations nationally are navigating the issues we are facing in our present political climate and how to respond to this. We need to network nationally.
- 6. In future collaborations, what criteria are important for you?
 - a. Regarding Charism Family? Ongoing Dominican formation and life
 - b. Regarding geographic location? Ministry possibilities, inter-congregational living options

NAME OF CONGREGATION: The Sisters of St Francis of Assisi.

6. Strategic/long-term planning for the future (describe the following) What are you doing / needing in each area? Do you have someone you could share? Who? Do you have a succession plan? How do you want or hope to collaborate?	RESPONSES
• Archival Storage / Care	Have enrolled with the Franciscan Central Archives, Chicago.
• Financial Management	½ lay CFO; 2 f-t accountants
• Human Resources / Staffing	1 Lay woman; ½ time assistant
• Communications / Fundraising	Lay Communications Dir.; 1 assistant Lay advancement; 4 lay staff; 1 -1/2 time sister.
• Sisters' overall health care	Franciscan Shore =53 Wellness Coordinator for those on mission =55
• Final disposition of resources / legacy	Developing this plan
• Final disposition of buildings & land	Ongoing conversations to dispose of.
• Associates	65, across the country. P-t OSF, p-t lay Cong. Supports. We are encouraging them to consider how/if they will continue when OSF's are gone.
• IT / Website Oversight	1 Lay person as staff. Supports entire Congregation & Franciscan Shore
• Peace / Justice / Integrity of Creation Group	20 hour/week sister.
• Granting Funds to a PJIC causes	FAN Sisters Program South Tertiary Sisters of St Francis-Cameroon
7. Other	As our numbers diminish further, most staff will migrate to Franciscan Shore.
Does your congregation have any historical or charism relationship with another congregation? Explain.	We separated from the FSPA's in 1874. The Franciscan Sisters of the Eucharist separated from FSPA's in 1974.

	Franciscan Sisters of Baltimore merged with us in 2001.
Does your congregation have the potential to enter into a covenant with another WRC congregation that needs canonical leadership? Explain	As we are all about the same age, that may not be a possibility.

Part II

7. What are the concrete “needs” of your congregation at this time that you would like WRC to address, especially in relation to Governance or Management? N/A.

8. What projects are you currently pursuing, e.g., providing for sisters’ care, plan for properties, etc.?

-Franciscan Shore is seeking licensing as a CBRF, with a potential May 2025 licensing. This will allow us to invite lay folks as residents, which will help financially.

-The properties conversation committee is beginning to consider how we plan for 23 acres of land/buildings into the future.

-The governance conversation committee is beginning to consider how we might plan to seek a CAL and when we should begin that process.

-4 Special Education ministries-we sent the Pontifical PJP request to Rome in Sept. 2024.

Waiting to receive their response to begin educating the PJP Board to assume our canonical rights.

-4 other Ministries are in various stages of being prepared to have us request Diocesan PJP’s. We have a meeting with Archbishop Grob mid-April, to share our plans in this regard.

-Health care is in a reorganization phase.

9. How are you preparing for the future?

- What preparation is completed?

We have contracted with Franciscan Central Archives in Chicago to assume our archives.

We have completed the assessment and have put things in order to move them when a site has been procured. Planning to establish an endowment to support/sustain the Archives.

Lay folks have replaced sisters as the need arose. In some cases 40+ years ago. We are using the gifts of a retired sister for JPIC, suspecting when she is no longer able to serve, we will not need anyone. She is working with another community, as well.

Considering the need to hire a COO. Still under consideration.

- What is underway (anticipated completion)?

See above

- What are you discerning for the near future? See above

10. What are some non-negotiable elements for your congregation in collaborating?
This will be part of congregational discussions in the future.
11. What resources beyond LWCR Region 9 might be helpful to collaborating to meet our WRC
Congregational needs?
RCRI
LCWR National and all their offerings.
12. In future collaborations, what criteria are important for you?
- a. Regarding Charism Family?
 - b. Regarding geographic location?
- We would forgo Charism family if geography offered a better option. Charism is foundational for all congregations.

NAME OF CONGREGATION: Sisters of the Divine Savior

6. Strategic/long-term planning for the future (describe the following) What are you doing / needing in each area? Do you have someone you could share? Who? Do you have a succession plan? How do you want or hope to collaborate?	RESPONSES
Archival Storage / Care	Member of HARC in Indiana; Portion also housed at SSSFs in Milw.
Financial Management	Have both lay director of finance and lay adviser on payroll
Human Resources / Staffing	Have lay human resources staff person
Communications / Fundraising	Have lay communications and fundraising staff person
Sisters' overall health care	Have assisted living under a service manager, two part-time nurses and sister nurse and lay aides and sister coordinator; for greater care transfer to St. Anne' Nursing Home under Illuminus
Final disposition of resources / legacy	Own 3 homes that will be sold or donated to a 501c3;
Final disposition of buildings & land	See above; land and our office bldg will be given to high school for expansion when our need is over.
Associates	They are a separate and equal branch of the Salvatorian Family and are within the Discastery for Laity Family and Life
IT / Website Oversight	Managed by Communications; is a need for the future.
Peace / Justice / Integrity of Creation Group	We use the excellent CSA information
Granting Funds to a PJIC causes	
7. Other	

Does your congregation have any historical or charism relationship with another congregation? Explain.	We share a charism with the Society of the Divine Savior (priests and brothers) and the International Community of the Divine Savior, collectively known as the Salvatorian Family.
Does your congregation have the potential to enter into a covenant with another WRC congregation that needs canonical leadership? Explain	No

Part II

13. What are the concrete “needs” of your congregation at this time that you would like WRC to address, especially in relation to Governance or Management?

Identifying a Financial consultant
HR aid as turnover occurs, if necessary
Part-time web master

14. What projects are you currently pursuing, e.g., providing for sisters’ care, plan for properties, etc.?

Transitioning to a Region under the SDS Generalate
Identifying and hiring a lay Coordinator for Assisted Living Retirement Community.
Concern for adequate memory care for our elderly members.
Selling owned houses, when no longer needed (3 in Milwaukee), or passing to a non-profit, as possible.

15. How are you preparing for the future?

- What preparation is completed?

Decision to become a Region under the SDS Generalate
Arrangement for future of Archives
Transfer of ownership of two healthcare institutions and ministries
Decision to discontinue recruitment for membership

- What is underway (anticipated completion)?

Future for two remaining institutional ministries (girls’ high school and HUD housing for low income elderly)
Lay staffing in administrative roles
Maybe appointing a Lay Advisory Board

- What are you discerning for the near future?

Timely sale of three remaining houses after eventual closing of local communities
Becoming a canonical House when the time arrives for our Unit
Is there adequate affordable retirement housing for women religious

16. What are some non-negotiable elements for your congregation in collaborating?

Internationality
Salvatorian Family collaboration
Fidelity to our charism and mission as Sisters of the Divine Savior
Appropriate care for members as we age

17. What resources beyond LWCR Region 9 might be helpful to collaborating to meet our WRC Congregational needs?

RCRI
Financial/business/legal expertise, given chaotic governmental reality
Is it possible to collaborate with ecumenical and interfaith groups that have resources to assist those with dementia?

18. In future collaborations, what criteria are important for you?

a. Regarding Charism Family?

Salvatorian values are foundational for us, as is our internationality.
We also value the interaction of the three branches of our Salvatorian Family: the Society of the Divine Savior (priests and brothers); the International Community of the Divine Savior (single and married laity) and our own Sisters of the Divine Savior. This "Family" is also international and very collaborative.

b. Regarding geographic location?

In this country, we are only present in the Midwest/Wisconsin now, though we have served in many areas of the USA historically.
We are happy to open our assisted living convent to sisters from small communities, whenever we have space.

NAME OF CONGREGATION: SERVANTS OF MARY

6. Strategic/long-term planning for the future (describe the following) What are you doing / needing in each area? Do you have someone you could share? Who? Do you have a succession plan? How do you want or hope to collaborate?	RESPONSES
Archival Storage / Care	We are participating in the Heritage and Resources Center (HARC) at St. Mary's College and preparing our archives for transfer.
Financial Management	We use Scott Wallenfelsz's financial services. We anticipate needing to secure financial services elsewhere when he is no longer available.
Human Resources / Staffing	We have never had HR personnel.
Communications / Fundraising	We no longer employ communications or fundraising staff. The members of the leadership team take on these responsibilities as needed.
Sisters' overall health care	We employ a part-time CNA to assist our seven sisters in Ladysmith and use an agency to assist our four sisters at Addolorata Villa in Wheeling, IL. The members of the leadership team keep tabs
on our other sisters and assist as needed. We could use a healthcare coordinator who would monitor and assist all our sisters as needed.	
Final disposition of resources / legacy	We're working on it, especially in terms of the disposition of our ministry fund mentioned above.
Final disposition of buildings & land	We've sold all our buildings and land, except for a few residences, which we will sell when they are no longer needed by our sisters.
Associates	We have three communities of Secular Servites, each with one of our Sisters serving as an assistant. When we are no longer able to serve in this capacity, the national Secular Servite organization will be there to assist.

• IT / Website Oversight	We contract with Christian Brothers to host our website. A member of the leadership team submits updates.
• Peace / Justice / Integrity of Creation Group	A member of the leadership team serves as our PJIC coordinator.
• Granting Funds to a PJIC causes	The leadership team coordinates grants from the congregation and a committee coordinates grants from the ministry fund.
7. Other	
Does your congregation have any historical or charism relationship with another congregation? Explain.	Yes, we belong to a national and an international Servite organization of religious and laity.
Does your congregation have the potential to enter into a covenant with another WRC congregation that needs canonical leadership? Explain	No.

Part II

1. What are the concrete “needs” of your congregation at this time that you would like WRC to address, especially in relation to Governance or Management?

Eventually we may need assistance with the following:

- Finding a commissary
- Finding a healthcare coordinator
- Outsourcing our finance office

1. What projects are you currently pursuing, e.g., providing for sisters’ care, plan for properties, etc.?

- Preparing archives for transfer
- Legacy planning in relation to financial resources

1. How are you preparing for the future?

What preparation is completed? Sold all our land and buildings, except for a few residences.

Divested of all our sponsored ministries, except for our separately incorporated ministry fund.

What is underway (anticipated completion)? Preparing archives for transfer (12/31/2026).
Legacy planning in relation to financial resources (12/31/2028).

What are you discerning for the near future? See #1 above

- 1 What are some non-negotiable elements for your congregation in collaborating?
- 2 None that we can think of.

- 1 What resources beyond LWCR Region 9 might be helpful to collaborating to meet our WRC Congregational needs?
- 2 None that we can think of.

In future collaborations, what criteria are important for you? Regarding Charism Family?
We don't foresee collaboration with other Servites.
Regarding geographic location? Geographic location is not important to us; the quality of the commissary is.

NAME OF CONGREGATION: Congregation of Sisters of St. Agnes

6. Strategic/long-term planning for the future (describe the following) What are you doing / needing in each area? Do you have someone you could share? Who? Do you have a succession plan? How do you want or hope to collaborate?	RESPONSES
Archival Storage / Care	Joined HARC Heritage Resource Center at St. Mary's Notre Dame 11/2024
Financial Management	Have a CFO (Hertha Longo,CSA) Have a Cold Springs Trust for Care of S. Stewardship Cmtee and UBS Consulting
Human Resources / Staffing	Presently Treasurer does HR with consultative services.
Communications / Fundraising	Lay Staff.- Mission Advancement and Communications. No Fundraising needed
Sisters' overall health care	Full-time Lay Nurse SSM for Elder Care
Final disposition of resources / legacy	Provided for in Trust but may be revised as members decline.
Final disposition of buildings & land	Land in Conservancy. Motherhouse/Administration Building/care of Cemetery need decision
Associates	Lay Associate Director -CSA pays salary Planning for Future
IT / Website Oversight	Heartland Business Systems and our wonderful lay staff
Peace / Justice / Integrity of Creation Group	JPIC full-time lay employee, shares infor and website with rel congregations Secretary of Unanima
Granting Funds to a PJIC causes	CSA continues to budget for and gives to many causes
7. Other	
Does your congregation have any historical or charism relationship with another congregation? Explain.	No

Does your congregation have the potential to enter into a covenant with another WRC congregation that needs canonical leadership? Explain	With possibly only 2 Chapters left Covenant doesn't seem wise.
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Part II

19. What are the concrete “needs” of your congregation at this time that you would like WRC to address, especially in relation to Governance or Management?
Need – possible Canonical Appointed Leader in 6-8 years.
20. What projects are you currently pursuing, e.g., providing for sisters’ care, plan for properties, etc.?
Searching for sponsor (possibly joining a PJP) for Marian University
21. How are you preparing for the future?
 - What preparation is completed?
CSA is fully funded for Care of Members (Trust)
Land in Conservancy
 - What is underway (anticipated completion)?
Transfer of Sponsorship of Marian University (2027) or closure in two to three years.
Re-envisioning healthcare for our sisters and laity – CSA leadership with SSM Health who now has sponsorship of our eldercare facility. (2025) Completed 2027.
 - What are you discerning for the near future?
Congregational Decision about New Membership – Chapter 2026
22. What are some non-negotiable elements for your congregation in collaborating?
Our charism – simplicity, hospitality, care of those whose faith life or human dignity is threatened, belief that we are enriched by those we serve.
23. What resources beyond LWCR Region 9 might be helpful to collaborating to meet our WRC Congregational needs?
CSA may have members who could be Canonically Appointed Leaders.
24. In future collaborations, what criteria are important for you?
 - a. Regarding Charism Family? - Noted in #4 above
 - b. Regarding geographic location? - Unsure

NAME OF CONGREGATION: Sisters of the Living Word

	RESPONSES
6. Strategic/long-term planning for the future (describe the following) What are you doing / needing in each area? Do you have someone you could share? Who? Do you have a succession plan? How do you want or hope to collaborate?	Working on completion in areas not done. Sharon Glumb, SLW Working on it. Share our process
Archival Storage / Care	Housed at Hesburgh Libraries, Notre Dame, IN
Financial Management	Director of Temporal Affairs Investment Advisory Group
Human Resources / Staffing	Home care in place; adjust as needed.
Communications / Fundraising	Director of Mission Advancement; adjust as needed.
Sisters' overall health care	Home care in place.
Final disposition of resources / legacy	In progress, completion is expected in 2025.
Final disposition of buildings & land	Completed
Associates	In progress with membership in Midwest Kindred Spirits
IT / Website Oversight	Not Yet
Peace / Justice / Integrity of Creation Group	Sowing Hope for the Planet
Granting Funds to a PJIC causes	Part of Legacy
7. Other	
Does your congregation have any historical or charism relationship with another congregation? Explain.	Yes, Sisters of Christian Charity.
Does your congregation have the potential to enter into a covenant with another WRC congregation that needs canonical leadership? Explain	We are exploring outside of WRC.

NAME OF CONGREGATION: Sisters of Mercy of the Holy Cross

6. Strategic/long-term planning for the future (describe the following) What are you doing / needing in each area? Do you have someone you could share? Who? Do you have a succession plan? How do you want or hope to collaborate?	RESPONSES
Archival Storage / Care	Member of The Heritage and Research Center at St Mary's, South Bend
Financial Management	Currently outsourcing accounting and development database with Dean Dorton Future need is management/governance tools for House finances, Retirement Trust finances & trusteeship of a trust supporting a former sponsored ministry
Human Resources / Staffing	Our Director of Transitions and Operations is managing, we are continuing to downsize, outsourcing all but one person for finances, Outsourcing some healthcare services to Interim Healthcare (home health, palliative care, hospice), staffing 3 positions to "companion" our sisters in Assisted Living and others as needed
Communications / Fundraising	No longer have staff for this. We fundraise for the Trust of our former ministry, outsourcing the database for this and historic records of province
Sisters' overall health care	Still working through outsourcing to Interim healthcare. DTO is liaison.
Final disposition of resources / legacy	Obligations to the Generalate Need financial vehicles for this
Final disposition of buildings & land	Have only two remaining properties both of which will be sold, one by the end of 2025 and the other later in 2025/2026 but for sure by June 2027 (end of leadership term).
Associates	No longer have a program, informal communication & relationships with those still associated with us (19 associates as of 12/31/24)

• IT / Website Oversight	We contract with Team Logic of the Wausau area for Managed services for our offices. We no longer have a website since 2021
• Peace / Justice / Integrity of Creation Group	We do not have a department or committee, one sister serves as our rep to the LCWR9 leg net
• Granting Funds to a PJIC causes	NA
7. Other	
Does your congregation have any historical or charism relationship with another congregation? Explain.	We were part of the Franciscan Federation (Third order regular).
Does your congregation have the potential to enter into a covenant with another WRC congregation that needs canonical leadership? Explain	NO.

Part II

1. What are the concrete “needs” of your congregation at this time that you would like WRC to address, especially in relation to Governance or Management?

We need further insights into financial vehicles for ongoing corporate governance/management of our finances, especially investments and trusts, once we no longer have USA sisters able to serve in corporate roles. Our bylaws provide that corporate board members are appointed by the General Superior and for reserved powers (most of the canonical permissions for finances, corporate functions) that belong to the General Superior and Council. However, the actual onsite governance oversight is a challenge for us, and we want to explore possibilities.

2. What projects are you currently pursuing, e.g., providing for sisters’ care, plan for properties, etc.?

Our DTO is leading the efforts to sell our 2 remaining properties. We have recently used an attorney who put the house we had for sale out for bid as he does for estate sales of property. That worked well and gave us more options in decision-making. We will use the same procedure for the two remaining properties. One of them is under a conservation easement so it will allow us greater transparency about obligations that a buyer would have to take on and adhere to.

The ongoing evolution of our contracted healthcare services is challenging as our elderly are more and more frail with many emergencies and not many inhouse people to accompany them to ER and surgeries, doctor visits etc.

3. How are you preparing for the future?

We have made use of a listing of goals with an end by date to be accomplished for the following areas: sale of property, managing leased properties (including the lease renewals), healthcare structures, maintaining POA documents for both healthcare and finance, companioning sisters,

staffing for supportive services, maintaining archives, moving archives to HARC, pastoral care including celebrants in our chapel (leased back from assisted living), spiritual direction, retreats, etc.

- What preparation is completed?
Summarized above in steps to become a house and post-status change.
- What is underway (anticipated completion)?
Summarized above.
- What are you discerning for the near future?
Summarized above.

4. What are some non-negotiable elements for your congregation in collaborating?

We are governed under our general leadership and will have to comply with the international guidelines, canonical permissions. It would be important to maintain the consultation with the general leadership and our representative. They gave permission to be part of the WRC in 2018. We include them in major decisions (and they have reviewed this document).

5. What resources beyond LWCR Region 9 might be helpful to collaborating to meet our WRC Congregational needs?

Finding ways to allow WRC employees to participate in LCWR planning programs.

6. In future collaborations, what criteria are important for you?

- a. Regarding Charism Family? For our needs at the moment not as crucial as geography.
- b. Regarding geographic location? For some services, remote is workable (accounting, etc) but for healthcare; geographic proximity for most things of not more than a 4-hour drive is needed and for healthcare, not more than 1 hour. Even finding service providers with a local presence and a state network would be helpful.

NAME OF CONGREGATION: Racine Dominicans

6. Strategic/long-term planning for the future (describe the following)

What are you doing / needing in each area?

Do you have someone you could share? Who?

Do you have a succession plan?

How do you want or hope to collaborate?

Archival Storage / Care

A new lay Archivist has been hired to get materials ready for a common Dominican archive home.

Financial Management

Our congregation uses the weighted average cost of care and cash flow modeling and planning to ensure that sufficient resources are available to meet the members' needs. We are engaged in strategic planning for the motherhouse campus to consider future scenarios that may impact the financial resources of the congregation. Finance has robust internal controls in place to help ensure that congregational resources are protected. To help preserve the resources, an annual detailed budget process is executed to ensure that every sister has access to what she needs and that we are planning for the care for the members (no matter where they live), all of the properties and the operations of the congregation. Spending outside of the approved budget requires approval of the finance admin and sometimes the leadership team.

Finance office has a discounted relationship with ADP to process payroll. ADP is responsible for calculating, withholding and remitting taxes on our behalf in a timely manner.

Our congregation does not currently have any finance staff that are able to be shared, but we would be willing offer guidance and expertise when able.

The finance department does currently have a succession plan.

Any collaboration in discussing best practices and effective processes would be a benefit to the finance department. We belong to WI Treasurers group and to the national RCRI organization that are resources to the work of the finance office.

Human Resources / Staffing

Our HR Director is shared with our Mission Partners and supported by membership in professional HR organizations like the Society for Human Resource Management, RAMAC and, when needed, our labor attorney.

Communications / Fundraising

The congregation has an active Communications Director that handles website updates, social media posts, and newsletters. She collaborates with the LCWR Communicators

group. The Communications Director works with an outside vendor for the website design and hosting.

Sisters' Overall Healthcare

We have a health center and supportive living team of staff to support the medical health of the Sisters. We have a liturgy office that provides some support for the Sisters prayer life. At Siena Center we have a team, called the Dominican Life Team, that help address all the needs of the sisters. We have sisters in the PACE program that reimburses us for supporting ADL's, escorting sisters to appointments, and transportation. The PACE program also offers an on-site Activities person 2 days a week and all of the sisters have access to the offsite PACE day center. Dominican life, and activities.

Final Disposition of Resources / Legacy

Care of Mission Committee is working on the annual disposition of available mission reserve funds and brainstorming about a future process to continue to gift/grant available resources.

Final Disposition of Buildings & Land

The congregation leadership, along with the Siena on the Lake Strategic Planning Committee is looking at the future of the main Siena campus. We are working with consultants on this project. The congregation leadership is also in ongoing conversation with mission partners about disposition of buildings and land that are used by these ministries.

Associates

We have one full time lay staff that oversees the Associate relationship with the Racine Dominicans. The associates continue to support and collaborate with our Sisters in prayer, friendship, study, and social justice work.

IT / Website Oversight

We utilize an external IT firm to support network and internal servers. This firm is on-site at least 1 day per week to support the network, server and all of our business and sister users. We utilize a different external firm to host and support the creation of the Racine Dominican website.

Peace / Justice / Integrity of Creation Group

The congregation has a Justice Team, comprised of our Justice Promoter, Director of Communications, and the leadership liaison. There is also Socially Responsible Investment Committee that oversees the Investment Policy Statement and the congregation commitment to invest in community-development investments. We are also a members of Seventh Generation Interfaith and ICCR, the national organization, to support our active shareholder work. The finance office takes the lead on the active shareholder work and voting proxies.

Granting Funds to PJIC Causes

Our Care of Mission Committee supports our congregation's granting work.

7. Other

Does your congregation have any historical or charism relationship with another congregation? Explain. Dominican heritage

Does your congregation have the potential to enter into a covenant with another WRC congregation that needs canonical leadership? Explain

Unknown at this time

Part II

1. What are the concrete "needs" of your congregation at this time that you would like WRC to address, especially in relation to Governance or Management?

None

2. What projects are you currently pursuing, e.g., providing for sisters' care, plan for properties, etc.?

Campus planning with consultants

Dominican governance

Administrative restructuring (i.e. streamlining)

Disaffiliation of sponsored ministries

Mission fund

3. How are you preparing for the future?

As noted in #2 above

- What preparation is completed?

All are in process

- What is underway (anticipated completion)?

Three of five ministries become autonomous by the end of 2025

- What are you discerning for the near future?

Yes, as evidenced in #2 above

4. What are some non-negotiable elements for your congregation in collaborating?

- Sisters age in place
- Potential partners are financially viable
- Mission alignment in every collaboration

5. What resources beyond LWCR Region 9 might be helpful to collaborating to meet our WRC Congregational needs? LCWR, RCRI

6. In future collaborations, what criteria are important for you?

a. Regarding Charism Family?

b. Regarding geographic location?

Both. Governance, charism preferred. Services, perhaps local.

CONGREGATION: Sisters of St. Francis of the Holy Cross, Green Bay

6. Strategic/long-term planning for the future (describe the following) What are you doing / needing in each area? Do you have someone you could share? Who? Do you have a succession plan? How do you want or hope to collaborate?	RESPONSES
Archival Storage / Care	We have joined HARC: Heritage and Resource Center at St. Mary's College at Notre Dame, Indiana
Financial Management	CFO / Treasurer None to share at this time No succession plan No plan to collaborate
Human Resources / Staffing	One position: Motherhouse Administrator and Human Resources Director None to share at this time No succession plan No plan to collaborate
Communications / Fundraising	Communications & IT Development Director (Sister) None to share at this time No succession plan No plan to collaborate
Sisters' overall health care	Health and Wellness Director None to share at this time No succession plan No plan to collaborate
Final disposition of resources / legacy	Planning to place all cash and investments in Retirement Trust; working on final disposition statement for Trust document Nothing to share at this time Succession plan in Retirement Trust doc No plan to collaborate
Final disposition of buildings & land	One house and one vacation home: will be sold in the next few years Farmland: nothing in process Motherhouse: contracted with firm to

	find an agency to purchase and manage Motherhouse with members living there in assisted living as long as they are able.
• Associates	No Associate Director Currently Associates are working as teams to handle various areas/projects. None to share at this time No succession plan No plan to collaborate at this time
• IT / Website Oversight	IT is under Communications Director None to share at this time Succession: Hire company to oversee IT No plan to collaborate at this time
• Peace / Justice / Integrity of Creation Group	Peace & non-violence Committee but plan to appoint a Sister to coordinate None to share at this time Succession: Appoint a Sister to coordinate Open to collaborate
• Granting Funds to a PJIC causes	Monitoring Committee of 3 members: make decisions from requests, limited by policy. None to share at this time No succession plan No plan to collaborate at this time
7. Other	
Does your congregation have any historical or charism relationship with another congregation? Explain.	No historical or charism relationship with another congregation.
Does your congregation have the potential to enter into a covenant with another WRC congregation that needs canonical leadership? Explain	We do not have the potential to covenant with another WRC congregation that needs canonical leadership.

Part II

1. What are the concrete “needs” of your congregation at this time that you would like WRC to address, especially in relation to Governance or Management?
 - Find a Commissary community or Covenant community
2. What projects are you currently pursuing, e.g., providing for sisters’ care, plan for properties, etc.?

Projects currently pursuing:

- Engaged firm to find an agency to purchase and manage Motherhouse with members living there in assisted living as long as they are able.
 - Establishing a group of key Administrative staff for consultation, communication, and collaboration.
 - Working on a conservation easement for 60 A Woods and plan to donate to Northeast Wisconsin Land Trust
 - HARC for Archives
3. How are you preparing for the future?
 - What preparation is completed?
 - Merged Cemetery with original parish
 - Sold 2 residences in 2024
 - Conservation Easement for Shrine Woods and sold woods to Shrine of Our Lady of Champion
 - Debt free & Retirement fund is fully funded according to NRRO
 - Established Retirement Trust
 - What is underway (anticipated completion)?
 - Have consensus on Statement of Accepting New Members (to be affirmed by vote at Chapter 2026)
 - Place Scott Woods in Conservation Easement and then donate to NE Wis. Land Trust – June 2026
 - Engaged firm: initial inquiries - options for management & sale of Motherhouse
 - Associates: transitioning leadership to Associates themselves
 - Funding Retirement Trust
 - What are you discerning for the near future? (over)
 - Finalize government structure among canonical options
 - Process for discerning choice of commissary community
 - Refine Retirement Trust Legacy Statement and Guidelines to distribute remaining funds after last member dies
 - Study sale of 2 houses

- Study of farmland
4. What are some non-negotiable elements for your congregation in collaborating?
- We will not merge with another congregation
 - Sisters to remain at Motherhouse facility when sold
 - Make our congregation decisions as long as we are able
5. What resources beyond LWCR Region 9 might be helpful to collaborating to meet our WRC Congregational needs?
- Continuing help from LCWR and RCRI
6. In future collaborations, what criteria are important for you?
- a. Regarding Charism Family?
Prefer Franciscan family or family with Franciscan spirit
 - b. Regarding geographic location?
Congregation within Wisconsin because of our similar culture

NAME OF CONGREGATION FSPA

6. Strategic/long-term planning for the future (describe the following) What are you doing / needing in each area? Do you have someone you could share? Who? Do you have a succession plan? How do you want or hope to collaborate?	RESPONSES
Archival Storage / Care	Have onsite space with archivist. Archivist could be shared? Member of FCA for future succession plans.
Financial Management	Finance Director, Accountant, two Financial Assistants. In need of resource to expand reach of financial ministry (impact investing, grants, and donations). Can resource through new hire. No sharing at this time.
Human Resources / Staffing	Human Resource Director Expanding to staff of 3 - Senior HR Director, HR Director, and HR Generalist. No sharing at this time.
Communications / Fundraising	Mission Advancement GATE Charitable Giving One Communication Director, 3 Communication staff Spirituality Centers have their own communication and fundraiser
Sisters' overall health care	Mayo agreement for health care needs, and full nursing staff for roughly 65 Sisters located at St. Rose Convent. Possibly sharable, Aging in Place Coordinator.
Final disposition of resources / legacy	No specific plans yet.
Final disposition of buildings & land	No specific plans yet.
Associates	One Director of Affiliates and a part time Administrative Assistant. Collaborating with Midwest associates. No specific plans yet.

• IT / Website Oversight	Hired third party administrator. 2 full time IT and 1 part time administrative assistant. No sharing as of now.
• Peace / Justice / Integrity of Creation Group	We have a unified council with a number of subcommittees. Integral Ecology Director and staff We would like to have a Justice Coordinator in the future (open to sharing).
• Granting Funds to a PJIC causes	Each sister also has amounts designated for her wishes for charity plus the corporate funds. We have a full-time supervisor, team of evaluators and are open to any sisters/affiliates to submit grants (ministry grants, seeding a legacy) and donations.
7. Other	
Does your congregation have any historical or charism relationship with another congregation? Explain.	Yes, we share the same founders with two other congregations, Franciscan Sisters of the Eucharist, Connecticut and the Sisters of St. Francis of Assisi, Milwaukee. We work with the TSSF sisters, Brixen, Italy. We are part of the Upper Mississippi Valley Franciscans.
Does your congregation have the potential to enter into a covenant with another WRC congregation that needs canonical leadership? Explain	Possibly

Part II

1. What are the concrete “needs” of your congregation at this time that you would like WRC to address, especially in relation to Governance or Management?

We are considering a possibly shared justice position.

2. What projects are you currently pursuing, e.g., providing for sisters’ care, plan for properties, etc.?

We are looking at the future of sponsorship of the spirituality centers, future sustainability of our chapels including perpetual adoration prayer ministry.

3. How are you preparing for the future?

- What preparation is completed?
We have divested of our other sponsored ministries (spirituality center, hospitals, university).
- What is underway (anticipated completion)?
The divesting of another spirituality center (Marywood), seeking a new owner of the Villa St. Joseph building, reviewing documents (community documents, organizational structure, including the corporate structure).
- What are you discerning for the near future?

Membership, continued sponsorship of the spirituality centers, land use.

4. What are some non-negotiable elements for your congregation in collaborating?
Willing to share and cannot envision giving up Franciscanism and perpetual adoration.
5. What resources beyond LWCR Region 9 might be helpful to collaborating to meet our WRC Congregational needs?
Qualified personnel to be in formation work. Possible sharing of Aging in Place Coordinator and Justice Coordinator.
6. In future collaborations, what criteria are important for you?
 - a. Regarding Charism Family? Franciscanism but open to others.
 - b. Regarding geographic location? Reasonably reachable travel location and technology. For the foreseeable future our mother house is in La Crosse, WI.

Administrative Collaboration

Mark Schafale

ATTACHMENT 3
WRC BOARD MINUTES
21 JULY 2025

The Vision

- ❖ A community with administrative resource capabilities (the Provider) agrees to take on specific administrative tasks for another community (the Receiver);
- ❖ The two communities are in a direct relationship for the agreed services;
- ❖ The arrangement will most likely be supported remotely, as it is rare that two communities' physical locations are close enough for a full-time on site presence;
- ❖ This collaborative arrangement is a "win/win" for both communities.

3

Potential Benefits of Collaboration

- ❖ **Lighten the Burden**--directly managing administrative functions can be mostly assumed by a community able to assume those burdens;
- ❖ **Expertise**--Provider likely brings more specific knowledge of religious community needs than an outsource provider or newly hired employees would;
- ❖ **Cost**--this model is likely to be a lower cost to the Receiver organization than hiring from outside and may also reduce the cost burden on the Provider by using its resources more fully.
- ❖ **Larger Collaboration**--this model can bring communities in a closer relationship which may lay the groundwork for additional collaboration in the future.

4

August 10, 2023

Critical Success Factors--PROVIDER

1. Provide services with the same level of commitment to all parties being served—no “second class” service relationships;
2. Provide services needed by the Receiver—not what Provider wants to provide;
3. Clarify any limits on service at the beginning of the relationship;
4. Be open and honest (even a bit conservative) about cost and reimbursement expectations early in the relationship;
5. Listen to Receiver’s concerns throughout the process.

6

Critical Success Factors--RECEIVER

1. Trust that your Provider is engaging in Good Faith;
2. Know that things will be DIFFERENT. Focus on the outcomes, not the details of how services are performed;
3. Bring concerns about level of service or specific outcomes or cost to Provider quickly;
4. Recognize all services have a cost and such costs must be borne by someone. Even if the service is not as effective as desired, there was still a cost to provide.

7

Critical Success Factors-- BOTH PARTIES

1. Focus on the relationship. If the project is successful, the two groups will be in relationship for years. Get off on the right foot; cultivate the relational aspects;
2. Plan well! Execute a Memorandum of Understanding (MOU) at the beginning. MOU should cover four critical areas:
 - a. Scope of work to be performed (including appropriate limitations);
 - b. Service delivery method (remote, on site; internal Provider resources vs coordinated outside service vendors, etc.)
 - c. Cost reimbursement structure;
 - d. Responsibilities to resolved problems and conflicts.

8

Critical Success Factors-- BOTH PARTIES

3. After the initial MOU document is signed, specific deliverables and timetables need to be developed in order to harmonized expectations.
4. Share your frustrations, early and often, so they can be resolved before they grow. This applies to:
 - a. Relationship dynamics;
 - b. Outcome of services
 - c. Cost
5. Recognize the relationship will NOT be PERFECT. It can be very good, even great. But don't set impossible expectations.

9