Report on and Recommendations for Bosque Center, LLC and Bishop’s Ridge, LLC for The Episcopal Diocese of the Rio Grande

Prepared by Dupuy Bateman III

Executive Summary

A fiscal and operational analysis of the Bosque Center, LLC and Bishop’s Ridge, LLC was conducted at the request of Bishop Hunn and John Perner. The analysis included interviewing the people involved in the operation of both organizations, reviewing their financial performance, and identifying their competitors. The report includes findings and recommendations.

The Diocese’ largest single investment is the Bosque Center, carried on the books at $3,514,351. The primary source of funds to purchase and remodel the Bosque Center ($2,700,000) was taken from endowments that had been invested and were earning income. The Diocese does not know the current market value of either the Bosque Center or Bishop’s Ridge, indicating the need for property assessments to better inform Diocesan planning.

The Bosque Center, LLC and Bishop’s Ridge, LLC play integral roles for the Diocese. The Bosque Center provides an affordable home to the Diocesan School for Ministry and the Diocesan Clergy Conference, affordable office space, and a place for congregations to rent, etc. Bishop’s Ridge/Camp Stoney provides the opportunity for diocesan youth to experience that fundamental connection to Jesus Christ that occurs when one is surrounded by like-minded youth immersed in a Christian camp experience.

Both operations have a history of annually losing money which the Diocese no longer has the resources to subsidize. The bottom line is that each organization (both organized as for-profit LLCs) must focus on making a profit while also carrying out their Diocesan mission. They must attract events that allow all contracts for rental to not only offset all operating expenses but also cover any deferred maintenance and required capital investments.

Both the Bosque Center and Bishop’s Ridge are appropriately situated to compete in the markets they serve with regard to available facilities and price. More aggressive marketing strategies are recommended and outlined, including preparation of a modern looking, user-friendly website for Bishop’s Ridge.

Conclusion

The Diocese must move expediently to operate the Bosque Center, LLC and Bishop’s Ridge, LLC as for-profit businesses in order for them to be able to support the mission of the Diocese without continuing to be a financial burden. The observed performance of the two LLC’s will better inform the Diocese of the financial implications of operating these two LLC’s or disposing of the underlying assets.
Scope of work:

Perform a fiscal and operational analysis of the Bosque Center, LLC and Bishop’s Ridge, LLC, properties of The Episcopal Diocese of the Rio Grande. Based on the findings of the analysis, make appropriate recommendations to the Bishop. The recommendations are to include but not be limited to the effective use of both human and financial resources to best support the operations of both the Bosque Center, LLC and Bishop’s Ridge, LLC. The report will recommend additional marketing strategies in order to enhance operational revenue. Most importantly the report will outline the ongoing impact of both operations on overall Diocesan resources.
The Facts Today

The Trustees of the Property of the Diocese of the Rio Grande own two properties that are integrally related to the mission of the Diocese. The two proprieties are the Bosque Center, LLC and Bishop’s Ridge (Camp Stoney), LLC.

Read on for a breakdown of findings, facts and strategies for each property.

Findings and Recommendations for Bishop’s Ridge, LLC

Finding:

Bishop’s Ridge/Camp Stoney is a large real estate investment of the Diocese and the Diocese does not know the market value (what it can be sold for) of that investment. Although there is no legal obligation to return the property to Holy Faith Parish if the Diocese ceases to use the property for primarily for religious or educational purposes there is a moral obligation to return the property to the Parish.

Recommendation:

Have a real estate assessment done to determine the value of Bishop’s Ridge/Camp Stoney. The information gained from the assessment will better inform Diocesan planning.

Finding:

Bishop’s Ridge, LLC is dependent on a key person to run the operation. There is no back-up person to run the operations should the key person become unavailable.

Recommendation:

Create a contingency plan for the management of these operations should a vacancy in the key position suddenly occur. Failure to do so presents a financial risk to the Diocese.

Finding:

Bishop’s Ridge is located in the northern part of the Diocese and its location limits participation in Camp Stoney.
**Finding:**
Although Bishop’s Ridge/Camp Stoney is closely tied to the youth ministry of the Diocese, there are no longer any available funds to support the operations of Bishop’s Ridge/Camp Stoney.

**Recommendation:**
Provide scholarships and transportation for those congregations that are further away and have limited resources to send their youth to camp.

**Finding:**
Currently, Bishop’s Ridge, LLC is not being charged for the time that Diocesan staff spend working to support the operations. To maintain the protection of the LLC status of Bishop’s Ridge, it is required that the center should be operated completely separately and apart from the Diocese.

**Recommendation:**
Ensure that all events (camp or otherwise) recoup, at a minimum, the loaded cost of the event. When no Diocesan camps are in session, focus on the continued expansion of Bishop’s Ridge as host to commercial events such as conferences, weddings, recreational rentals, etc.

**Finding:**
The Director of Bishop’s Ridge is not included in the monthly financial results of the operation.

**Recommendation:**
The Director of Bishop’s Ridge should be reimbursed (salary and benefits) for all time spent by Diocesan employees working on Bishop’s Ridge, LLC.

**Finding:**
The Director of Bishop’s Ridge is not included in the monthly financial results of the operation.

**Recommendation:**
The Director of Bishop’s Ridge should be provided with the most current financial data on the operation as soon as it becomes available. Additionally, the profitability of the organization should be a heavily weighted part of the Director’s individual performance measures.
**Finding:**

Although there is a rough accounting of each event that takes place at Bishop’s Ridge, there is no full accounting done for each event.

**Recommendation:**

A full accounting should be done for each event at Bishop’s Ridge so that the Director can be made aware of the profitability of each event as soon as possible after the event is over.

**Finding:**

The current search mode for event planners, wedding planners, corporate and leadership trainings, etc. is to either use facilities they are familiar with or search online to save time and money.

**Recommendation:**

Check all links that show up in search engines for Bishop’s Ridge and make sure correct information is online. Network with meeting and event planners and also wedding planners to familiarize them and make sure they have updated information about the facilities.

**Finding:**

With an online presence being so fundamental to marketing, it’s vital to present the most complete and current information possible with the best looking and most efficiently functional website possible.

**Recommendation:**

The Bishop’s Ridge website needed an update to be the most user friendly and engaging website possible. This was completed summer 2019. Bishop’s Ridge should check their links in search engines. The report lists the most used search engines and relevant directories. We recommend regular checks of links to maintain current and correct information.
Findings and Recommendations for The Bosque Center, LLC

Finding:
The largest single investment of the Diocese of the Rio Grande is in the Bosque Center. Although the investment in the Bosque Center approaches $4 million the Diocese does not know the market value (amount it can be sold for) of that investment.

Recommendation:
Have a real estate assessment done to determine the value of the Bosque Center. The information gained from the assessment will better inform Diocesan planning.

Finding:
The Bosque Center, LLC is dependent on a key person to run the operation. There is no back-up person to run either of these operations should the key person become unavailable.

Recommendation:
Create a contingency plan for the management of the operations should a vacancy in the key position suddenly occur. Failure to do so presents a financial risk to the Diocese.

Finding:
Although the Bosque Center is closely tied to the mission of the Diocese (by providing an affordable home to the Diocesan School for Ministry, the Diocesan Clergy conference, an affordable place for the Diocese to rent office space, place for congregations to rent, a refuge for asylum seekers, etc.) there are no longer any funds available to subsidize the operations of the Bosque Center.

Recommendation:
Ensure that all events (Diocesan or otherwise) recoup (through event revenue or donation), at a minimum, the loaded cost of the event. Allow Director of the Bosque Center to be able to book non-Diocesan events with the assurance that they will not be cancelled unless directed to do so by the Bishop.
Finding:
Currently, the Bosque Center, LLC is not being charged for the time that Diocesan staff spend working to support the operations. To maintain the protection of the LLC status of The Bosque Center, it is required that it should be operated completely separately and apart from the Diocese.

Recommendation:
The Diocese should be reimbursed (salary and benefits) for all time spent by Diocesan employees working on the Bosque Center, LLC.

Finding:
The Director of the Bosque Center is not included in the monthly financial results of the operations.

Recommendation:
The Director of the Bosque Center should be provided with the most current financial data on the operations as soon as it becomes available. Additionally, the profitability of the organization should be a heavily weighted part of the Director’s performance measures.

Finding:
Although there is a rough accounting of each event that takes place at the Bosque Center and Bishop’s Ridge, there is no full accounting done for each event.

Recommendation:
A full accounting should be done for each event at the Bosque Center so that the Director can be made aware of the profitability of each event as soon as possible after the event is over.

Finding:
The VisitABQ website lists The Bosque Center under “Meeting and Event Facilities” on the website but only lists sleeping rooms, not meeting rooms.
Recommendation:
The meeting planning staff of VisitABQ should be updated with the full meeting capabilities of The Bosque Center and perhaps invited for a tour.

Finding:
The current search mode for event planners, wedding planners, corporate and leadership trainings, etc. is to either use facilities they are familiar with or search online to save time and money.

Recommendation:
Check all links that show up in search engines for the Bosque Center and make sure correct information is online. Network with meeting and event planners and also wedding planners to familiarize them and make sure they have updated information about the facilities.

Finding:
With an online presence being so fundamental to marketing, it’s vital to present the most complete and current information possible with the best looking and most efficiently functional website possible.

Recommendation:
The Bosque Center website is good looking and helpful but the center should check its own links in search engines. The report lists the most used search engines and relevant directories. We recommend regular checks of links to maintain current and correct information.
Bishop’s Ridge, LLC:

Bishop’s Ridge, LLC/Camp Stoney is located at the end of the Old Pecos Trail near Santa Fe, NM. The property is on the balance sheet of the Diocese for 12/31/18 at $834,964. This property was received as a gift to Holy Faith Parish in Santa Fe in the late 1950s and Holy Faith Parish gifted it to the Diocese in the mid-1960s conveying the gift by an unrestricted deed. Although the property is owned outright by the Diocese the gift came with a moral obligation to reconvey the property to Holy Faith Parish should the Diocese ever “find itself unable or unwilling to use the property primarily for religious or educational purposes”. Therefore, if the Diocese is unable to retain the property then a discussion of the use of the proceeds of the sale will be required with Holy Faith Parish if the Diocese commits to use the proceeds for primarily for religious or educational purposes. The first “Camp Stoney” was held in the summer of 1967. A $4 million endowment fund was created through the sale of some of the acreage of Camp Stoney. That endowment fund has been nearly exhausted in supporting the annual operations as well as funding improvements to and maintenance of the camp property. The prospect of operating Bishop’s Ridge, LLC/Camp Stoney at a continued loss is unsustainable by the Diocese. A few short of years of subsidy are remaining to turn the property into a breakeven or profitable operation.

Relationship of Bishop’s Ridge, LLC to the Diocese

How does Bishop’s Ridge, LLC fit into the overall mission of the Diocese?

The Diocesan office provides a broad range of non-monetary resources (Christian education support, stewardship training, clerical training, lay training, etc.) in areas that any congregation may need help. Bishop’s Ridge/Camp Stoney plays an integral role by providing the opportunity for diocesan youth to experience that fundamental connection to Jesus Christ that occurs when one is surrounded by like-minded youth immersed in a Christian camp experience.
Competitors of Bishop’s Ridge, LLC:

For Bishop’s Ridge, the main competitors are the Pecos Benedictine Monastery, Camp Oro Quay, Manzano Mountain Retreat and Ghost Ranch in Abiquiu. Ghost Ranch, however, has no youth camp, is called an Education and Retreat Center and includes serious anthropological study. They each have a rustic though spiritual nature and an emphasis on connecting with the outdoors. They include overnight facilities, ranging from bunkhouses or cabins to small houses and motor lodge type rooms. They vary in their ability to accommodate meetings and classes, with Bishop’s Ridge being quite well equipped, based on capacity and equipment.

<table>
<thead>
<tr>
<th>Competitor</th>
<th>Conference Room / Capacity</th>
<th>Conference Room Daily Rate</th>
<th>Kids’ Camp</th>
<th>Proximity to Santa Fe</th>
<th>Lodging / Capacity</th>
<th>Rates</th>
<th>Food Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bishop’s Ridge</td>
<td>YES / 100</td>
<td>$450.00</td>
<td>YES</td>
<td>1/2 hr south</td>
<td>6 cabins / 84</td>
<td>$100 per cabin</td>
<td>Kitchen Available</td>
</tr>
<tr>
<td>Camp Oro Quay</td>
<td>YES / 300</td>
<td>not available</td>
<td>YES</td>
<td>1 hr south</td>
<td>dorms + apartments / 300</td>
<td>not available</td>
<td>Kitchen Available</td>
</tr>
<tr>
<td>Manzano Mountain Retreat</td>
<td>YES / 200</td>
<td>emailed 4/10, called 4/15</td>
<td>YES</td>
<td>1 1/2 hr south</td>
<td>6 bunkhouses / 84</td>
<td>not available</td>
<td>Kitchen Available</td>
</tr>
<tr>
<td>Ghost Ranch</td>
<td>YES / 200</td>
<td>$500-$750 week</td>
<td>NO</td>
<td>1 hr NW (Abiquiu)</td>
<td>dorms / cabins /</td>
<td>$79-99 per person</td>
<td>Dining Hall</td>
</tr>
</tbody>
</table>

The competitors for Bishop’s Ridge are similar in that each is a very unique property. They offer some facilities for meetings and workshops as well as youth camps, weddings, and adventure outings.

Competitors’ influence: website, online links, social media

Websites exist for each property, though they vary in terms of user ease and information. They each have Facebook Business Pages. Ghost Ranch uses FindtheDivine.com to advertise. Other online services include Eventful, Yelp, Roadtrippers.com, TripAdvisor.com, and Yahoo.com.

Camp/Retreat websites include:

- Camp Oro Quay in Sandia Park
- Manzano Mountain Retreat
- Ghost Ranch in Abiquiu
The Path forward for Bishop’s Ridge

In order for the Diocese to be able to afford to keep Bishop’s Ridge available for the important purpose it serves in supporting the mission of the Diocese, it must be self-supporting. The reason for this is that the Diocese no longer has discretionary income to subsidize this property. The former income-producing Diocesan endowments were invested in the purchase and remodel of the Bosque Center. The overall implication is that all contracts for rental must be written to not only offset all operating expenses but to also cover any deferred maintenance and required capital investments.

Bishop’s Ridge/Camp Stoney has evolved from a pure summer camp mission to a summer camp combined with a multi-purpose conference center complete with a beautiful conference building that will hold up to 100 (including a commercial grade kitchen), six A-frame bunkhouses with baths and showers but still very spartan accommodations, a retreat house (5 bedrooms – 3 baths), and a cabin (1 bedroom – 1 bath). This evolution in mission has allowed Bishop’s Ridge/Camp Stoney to generate significant new revenue to cover the ever-increasing costs of operating a religious camp facility situated on over 200 acres.

As indicated by the following chart, the net revenue picture for Bishop’s Ridge/Camp Stoney has been increasing annually due to the solicitation of new business.
The current accounting for Bishop’s Ridge, LLC has not fully charged the dollar value of the time spent by the Diocesan staff working on Bishop’s Ridge\(^1\). Additionally, the Director of Bishop’s Ridge personally provides many services such as event set up and tear down, janitorial services, etc. This scenario does not provide for the best use of the Director’s time, as there are so many more important tasks necessary in order to remake the image of the center as a viable, affordable alternative for conferences and private events in the Santa Fe area. This model is unsustainable and does not allow the real cost of running the center to be recorded.

Properly staffing Bishop’s Ridge, as well as paying the Diocese for the time Diocesan staff spend working on Bishop’s Ridge will allow a realistic annual cost of the operation of the center to be reflected, and will give an accurate picture of Bishop’s Ridge actual financial performance.

\(^{1}\) In order for Bishop’s Ridge, LLC to maintain its protected LLC status it must operate as a separate business from the Diocese and all transactions must be conducted as “arm’s length” transactions.
Moving forward, the director should be encouraged to make use of hourly labor in order to free up more time for him to focus his efforts on marketing Bishop’s Ridge. The real opportunity for Bishop’s Ridge to become self-supporting is directly tied to making full use of the facilities for rentals during non-camping periods. The financial data in the charts above indicates the potential for increased revenue through rental to outside entities for meetings, conferences, festivals and weddings.

Food service at Bishop’s Ridge is currently being provided by offsite catering services using the equipment located at Bishop’s Ridge. This is currently a break-even proposition for Bishop’s Ridge. As Bishop’s Ridge grows the rental business, I believe that it will be prudent to explore different options that might bring a greater financial return to Bishops Ridge/Camp Stoney from food service.

There is a long list of potential upgrades requiring capital investment for Bishop’s Ridge. In the near term it will be prudent to limit capital investment to those items that will improve the rental potential and have a very short return on investment. One such item is the landscaping proposal for the front of the conference center, which will enhance the professional appearance of the conference center for a relatively small investment (approximately $35,000). Another item to be considered (possibly a life safety issue) is the replacement of the primary electrical panel in the conference center. The panel dates to the 1960s and is effectively obsolete. The only funding source available is the Bishop’s Ridge Growth Fund.
The Bosque Center, LLC:

The Bosque Center, located in Albuquerque, has a book value of $3,514,351. The source funds to purchase and renovate included the sale of the Diocesan office building on Carlisle Blvd. for $490,000, plus $300,000 from a Diocesan money market fund, and $482,000 each from 5 endowment funds (Advancement, Wellspring, Settlement, Camp & Conference and Endowment). This investment in the Bosque Center redirected over $2,700,000 in funds that were previously invested and earning annual returns. The largest single investment of the Diocese of the Rio Grande is the Bosque Center.

Relationship of Bosque Center, LLC to the Diocese

An initial question is: How does the Bosque Center, LLC fit into the overall mission of the Diocese?

The current vision for the role of the Diocesan office is to play an integral part in the life of each congregation (over 50 active congregations in the Diocese) by providing a broad range of non-monetary resources (Christian education support, stewardship training, clerical training, lay training, etc.) in areas that any congregation may need help. The Bosque Center assists in filling that role by providing an affordable home to the Diocesan School for Ministry and the Diocesan Clergy Conference, plus an affordable place for the Diocese to rent office space, a place for congregations to rent, etc.

Competitors of The Bosque Center, LLC

For The Bosque Center, with a meeting capacity of 100 people, the main competitors are The Madonna Retreat Center (owned by the Catholic Diocese nearby), The Norbertine Hermitage Retreat (also nearby, owned by the Catholic Norbertine Religious Order) and IHM Retreat Center (Santa Fe, also a Catholic
property). They each have lodging, conference facilities, worship spaces and food preparation available for groups with a similar capacity. Madonna Center has more meeting rooms but smaller size. IHM has several meeting rooms, including a larger one with a 350 person capacity. The Norbertines have recently added a new meeting facility with capacity for 100.

They each host music events as well as workshops and conferences. None mentions weddings. Individual and group retreats are encouraged. Meditation is encouraged and/or taught.

**Competitors’ influence: website, online links, social media**

Websites exist for each property, though they vary in terms of user ease and information. They each have Facebook Business Pages, but only the Norbertines appear to use it much. The Norbertines also have several videos on YouTube. TravelGuide NM and VisitNewMexico host YouTube videos of Ghost Ranch.

Madonna Retreat Center and IHM use FindtheDivine.com to advertise. Madonna Center has a nice looking listing on Eventective.com showing all their conference rooms and offering package pricing. Norbertine Community is listed on ContemplativeOutreach.org. Other online services include Eventful, Yelp, Roadtrippers.com, TripAdvisor.com, and Yahoo.com.

Conference websites include:

[Madonna Retreat Center](#)
Market size, share

VisitABQ is the website managed by the tourism department of Albuquerque and the Convention Center. Its data published for upcoming conventions and meetings for Albuquerque in 2019 and 2020 estimates a spending value of over $40 million. The department doesn’t keep track of conventions and meetings that are smaller than 300 persons, so we know the full market is considerably larger. They list The Bosque Center under “Meeting and Event Facilities” on the website but list only sleeping rooms, not meeting rooms.

The previously mentioned competitors are not listed at all. It would be advantageous to network with the VisitABQ office that helps companies and visitors plan meetings and events to keep current information on their radar.

The Path Forward for the Bosque Center

In order for the Diocese to be able to afford to keep the Bosque Center available for the important purpose it serves in supporting the mission of the Diocese, it must be self-supporting. The reason for this is that the Diocese no longer has discretionary income to subsidize this property. The former income-producing Diocesan endowments were invested in the purchase and remodel of the Bosque Center. The overall implication is that all contracts for rental must be written to not only offset all operating expenses but to also cover any deferred maintenance and required capital investments.

The initial business plan for the Bosque Center anticipated a positive cash position each year, yet that has not been the case. The current revenue trend for the Bosque Center has been on the upswing, getting close to a break-even point as indicated in this chart.
The current accounting does not fully charge the dollar value of the time spent by the Diocesan staff working on the Bosque Center. Additionally, the Director of the Bosque Center worked numerous days straight (12 to 20) without a day off, and the center has relied on unpaid labor for labor intensive activities such as event set-up and tear down. This scenario is unsustainable and does not allow the real cost of running the center to be recorded.

The initial business plan for the Bosque Center called for four positions (Executive Director, Conference Center Coordinator, Retreat Coordinator, and Programming Coordinator) to operate the Bosque Center, as distinct and separate from the Diocesan staff. Although this initial planned staffing level seems a bit heavy at this time, there is minimally a need for an hourly employee to assist the Director in overseeing the day to day operations of the center (which operates seven days a week) and to hire hourly employees to cover the intensive activities that require additional hands on deck.

Properly staffing the Bosque Center as well as reimbursing the Diocese for the time Diocesan staff spends working on the Bosque Center will allow a realistic annual cost of the operation of the center to be reflected and will give an accurate picture of the Bosque Center’s actual financial performance.

Food service at the Bosque Center is currently being provided by an independent catering service using the equipment located in the Bosque Center. This is currently a break-even proposition for the Bosque Center. As the Bosque Center grows the rental business, I believe that it will be prudent to explore different options that might bring a greater financial return to the Bosque Center from food service.

Discussions of further investments in the Bosque Center have taken place over the years. Included in the discussions have been the purchase of an additional adjacent two acres of land, the addition of more rooms to increase capacity, adding more private bathrooms to the current facility, adding refrigerated air-conditioning to the current facility, updating the furniture to more conference adaptable furniture, etc. Until the long-term feasibility of the Diocesan operations of the facility is determined, any further investment should be limited to those with a very short projected return on investment. The two that stand out that might meet the criteria

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2 In order for the Bosque Center, LLC to maintain its protected LLC status it must operate as a separate business from the Diocese and all transactions must be conducted as “arm’s length” transactions.
are the upgrade of the air-conditioning (est. $150,000) in order to rent the facility in July and August, and upgrading some of the furniture to more conference-appropriate furniture. The only funding source available is the Bosque Center Growth Fund.

Extended marketing potential for both Bishop’s Ridge and The Bosque Center

Both Diocesan properties hold the potential to host retreats, weddings, and meetings, from spiritual to corporate. Some marketing suggestions follow.

Utilize Strategic Partnerships

Several market opportunities that have not been fully explored are:

The Film Industry: With the film industry expanding in New Mexico, it’s important to note that there’s often a need for housing for film crews. Many of the needs and budgets could be accommodated at either Bishop’s Ridge in Santa Fe or The Bosque Center in Albuquerque. The very minimum needed to explore this is to contact the film offices and get the facilities on their radar.

Albuquerque Film Office, Alicia Keyes
Santa Fe Film Office; Eric Witt 505-660-1083, ewitt@sffo.org
New Mexico Film Office; add free listing as Support Services

Add either facility as a potential “film location”

Albuquerque Community liaison: Amber Dodson, 505-768-3283, adodson@cabq.gov

Santa Fe Community liaison: Eric Witt; see film office above

Partner with State, County and City government training and meeting planners: Consider reaching out to offices or officials who plan government meetings and events to make sure they have updated information about the Centers’ capabilities and facilities. Offer a customized tour, open house or personally directed letter.

Partner with Schools: Consider especially schools with students of middle and high school age who may be interested in using the facilities for camps, i.e. music camps,
art camps, sports camps, leadership retreats, etc. This also applies to colleges. Consider also the Meow Wolf non-profit that extends art and music education to Santa Fe schools, grades K-12 but does not have their own facility. They offer year-round workshops and camps but never have overnight facilities.

**Partner with Wedding and Event Planners:** Consider reaching out to individuals and companies who are already in the business of planning events. Make sure they are aware of the facilities. Offer a tour or host an open house.

**Partner with other religious communities:** Consider reaching out to religious or spiritual communities who host retreats, camps, and leadership gatherings but do not own their own center. They may be opting for hotel facilities but would be better served at our centers. Offer a customized tour, open house or personally directed letter.

**Utilize Online Services**

The current search method used by event planners, wedding planners, corporate and leadership trainings, etc. is to either use facilities they are familiar with or search online to save time and money. It is imperative that all online information about both retreat centers be accurate and enticing, with correct links and contact information. Good quality and inviting photos are highly recommended when possible to include.

We recommend checking all links to the centers on current site listings such as the Episcopal Camp and Conference site, local Chamber of Commerce directories, etc. to confirm that all information is accurate and links work. Yahoo.com has good listings for both centers. A few problems: 1) Google listing for Bishop’s Ridge leads to the Diocese’s main website. 2) Yelp.com has no specific information leading to The Bosque Center or Bishop’s Ridge but lists competitors. 3) A Bing search for “retreat centers” lists Madonna Center and Norbertine Community but not The Bosque Center. Bing also lists IHM in Santa Fe but not Bishop’s Ridge. Other search sites that are effective to keep updated are:

- travelocity.com
- informationvine.com
- duckduckgo.com
- dogpile.com
Below are some specific online tools for Directories and Booking and their benefits:

### Directory Comparison

<table>
<thead>
<tr>
<th>NAME</th>
<th>WEBSITE</th>
<th>BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christian Camp Pro</td>
<td>christiancamppro.com</td>
<td>Free listing (if linked back) or $100 yr. featured. Over a million targeted visitors a year plus a downloadable retreat planner, a blog, and a book.</td>
</tr>
<tr>
<td>Find the Divine</td>
<td>findthedivine.com</td>
<td>They match event planners and retreat centers. Used by several competitors, often comes at the top of searches for “retreat centers”. Different plans from $10 mo.</td>
</tr>
<tr>
<td>Retreat Finder</td>
<td>retreatfinder.com</td>
<td>Spiritual retreat directory, free blurb, reasonable listing rates: $80 to $140 yr. Only one competitor using.</td>
</tr>
</tbody>
</table>

### Booking Site Comparison

<table>
<thead>
<tr>
<th>NAME</th>
<th>WEBSITE</th>
<th>BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Book Retreats</td>
<td>bookretreats.com</td>
<td>Focused on actual, physical retreats, such as meditation, yoga, wellness. Zero to list, market to targeted audience, process payments — 14% commission fee. Nothing listed in New Mexico</td>
</tr>
<tr>
<td>Tripanee</td>
<td>bookmeditationretreats.com</td>
<td>Similar to book retreats.com. Save for actual retreat marketing, if needed</td>
</tr>
<tr>
<td>VRBO (Vacation Rental by Owner)</td>
<td>vrbo.com</td>
<td>Owned by HomeAway, very popular rental directory, easy to use. Used very successfully by Bishop’s Ridge.</td>
</tr>
</tbody>
</table>

It may also eventually be worth considering the pros and cons of an online payment processing site to enable easier payments for clients. One that is used by the IHM Center in Santa Fe is acceptiva.com, a service specifically targeted to non-profits and churches. See Appendix A for a review of Acceptiva.

The Bosque Center uses a highly recommended software called Total Party Planner. It might be utilized more fully with additional features or be used by more people. See Appendix B for a review of Total Party Planner.
Appendix A

Acceptiva review by Capterra.com

Acceptiva for Nonprofits:

Enables non-profits to accept Payments and Donations Online simply and easily. Acceptiva has customized forms, automatic email receipts, recurring charge functionality, free customer service, an integrated merchant account and reporting that works with your existing donor management software. Acceptiva will build and edit your pages for you at no extra charge.

“Excellent Product and Outstanding Service. Great Value for Money”
from Mary Alice W.
Director of Development

We signed up with Acceptiva service last year and have loved it since. They provide us with as many secure forms to accept donations, event registrations, tuition payments and sponsorship payments as we need for the same fee per month. There is no cost to add a new form (seriously, we used to pay $50 per form with our last service). We have an integrated merchant account, detailed reporting and settlement reports, integrated refund and void capabilities as well as full recurring charge editing capabilities. New forms are built in 1-2 days and edits are within the hour (sometimes within minutes). They also have the best customer service I have ever experienced in any business.
Total Party Planner is a cloud-based catering software suitable for small, midsize and large caterers and event planning companies. Primary features include event management, task management, communication tracking, scheduling and reporting. Total Party Planner allows users to manage the catering process from creating proposals through reporting. Features include contact management, marketing email management, venue management, staff management, vendor databases maintenance and appointment management.

Features offered via integration are lead automation, credit-card processing and signature capture. Third-party integrations include Constant Contact, Quickbooks, e-SignLive, Authorize.net, EVO Payments International, XCharge Payment Processing, Microsoft Office Outlook, Google Calendar, iCal, Google Maps, Social Tables and others.

Total Party Planner is available with monthly and annual subscription pricing. Android and iOS mobile applications are also available. Support is offered via phone and email.

Read more at https://www.softwareadvice.com/catering/total-party-planner-profile/