

Catholic Church of the Redeemer

Mechanicsville, Virginia



Strategic Plan 2020-2021

Approved by Fr. James Cowles
and the Pastoral Council

July 29, 2020

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My Dear Parishioners,

The spring and summer of 2020 have been challenging with the separation caused by the pandemic and Redeemer's slow and careful transition back to normalcy and being reunited with our parishioners. Through God and the power of prayer coupled with the support of many members of our parish and its staff, Redeemer was able to weather the brunt of the pandemic storm.

During this time, your Parish Council, guided by a devoted, business-gifted member of our parish, continued to meet virtually on a regular basis to complete strategic plans for the short and long-term health of Redeemer, a process initiated prior to social distancing.

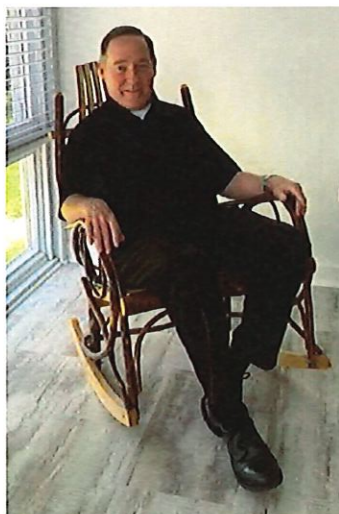
These plans are focused on financial stewardship and improving the present methods used to communicate with parishioners and outsiders, which are essential for Redeemer to fulfill its mission: that everyone will know we are disciples of Jesus if we love on another.

With the health and economic uncertainties that continue, we made a conscious decision to focus on the short-term and complete a plan for the 2020-21 fiscal year. During this next year, we will continue our work on a longer, three-year plan.

Please know that you remain entrenched in my heart and prayers. And as always, please contact me if you are in need. In the meantime, may God bless you and your family, and I look forward to seeing you at church soon.

Your pastor,

Father James Cowles



The Process and People Behind the Plan

In conjunction with our pastor, Father James Cowles and parish staff, the Redeemer strategic planning process was directed by the Parish Pastoral Council with the leadership of past Chairman Rob Courter and current Chairman Don Piacentini. The process got underway in fall 2019 with nearly two dozen parishioners and staff performing a SWOT analysis – examining Redeemer’s strengths, weaknesses, opportunities and threats. After a day-long retreat with Father Cowles, staff and the Council, work continued into the new year with several subcommittees, which included Stewardship Committee Chairwoman Reagan Penny.

Keeping in mind the uncertainties of the pandemic and its continued impact on the parish, what follows is a short-term one-year plan with three focus areas: financial stewardship, councils and committees, and communications. This plan will be expanded to include additional years as we work through the remainder of this year and our new normal.

Mission and Vision

It has been seven years since the Church's Mission and Vision have been updated. After several months of discussion, study, reflection and prayer, Father Jim and the Pastoral Council, representing all parishioners, reached a consensus. The goal was to simplify and make the statements more memorable and reflective of our parish. Our Pastor and Pastoral Council adopted the following in July 2020:

Mission

Everyone will know that you are my disciples, if you love one another. John 13:35

Vision

Through worship, service, community, and Word we strive to bring all people closer together and closer to God.

FOCUS AREAS 2020-21



Focus Area One: Financial Stewardship

Objective 1

To help parishioners better understand the parish's financial needs and current financial situation.

Strategy 1.1: Develop a finance communications plan by August 15, 2020.

Tactic: Invest in expert consulting assistance through Pregner Solutions Group (PSG).

Tactic: Using PSG materials, schedule personalized direct mail communications; "town hall" meeting on finances; social media campaigns.

High-level schedule:

July: Letter from Father Jim

August: Parish Census

September-December: Follow-up letters and calls

On-going: Additional social media postings

Tactic: Develop a specific area for budget/finance documents and schedule for posting on church website.

Tactic: Schedule "Money Matters" town hall for parish.

Strategy 1.2: Enhance communications from and between Finance Council and Stewardship Committee.

Tactics: Create a regular schedule for Finance Council and Stewardship Committee reports; post on parish website.

Strategy 1.3: Enhance membership of Stewardship Committee and Finance Council

Tactic: Identify parishioners who have fundraising expertise and recruit to serve on Stewardship Committee

Tactic: Identify parishioners who have financial, budget and investment expertise and recruit to serve on Finance Council

Objective 2

To help ensure the parish's financial future, develop three-year revenue and expenditure targets and goals.

Strategy 2.1: Create small work group of pastor, staff, finance and pastoral council members to develop three-year financial plan by April, 2021.

Tactic: Examine both short-term (i.e. impact of COVID-19 on collections and large fundraisers) and long-term threats and opportunities (i.e. expansion of e-giving, educating parishioners on bequests, stock giving, etc.)

Strategy 2.2: Communicate three-year financial plan to parish by May 1, 2021.

Focus Area Two: Critical Councils and Committees

Objective 1

To create or improve operating documents for essential parishioner-led groups: Pastoral Council, Finance Council, and Stewardship Committee

Strategy 1.1: Create operating document by December 2020 for Stewardship Committee, modeling the diocesan documents for Parish and Finance Councils.

Tactic: Ensure that document includes how members are appointed; member terms of service and rotation process; expertise desired; overall duties and objectives for Committee.

Tactic: Ensure that document complies with any Diocesan requirements and guidelines.

Tactic: Create an “operating principles” document (outlined below) for Stewardship Committee.

Strategy 1.2: Create a Redeemer “operating principles” document by December 2020 as a companion to the Diocese “Call to Serve” document for Parish Council. Create a template for the “operating principles” companion that will also be used with Finance Council and Stewardship Committee.

Tactic: Ensure that document includes how registered parish members are elected; member terms of service and rotation process; overall duties and objectives for Council.

Tactic: Ensure that the document complies with all Diocesan requirements and guidelines including membership criteria set forth in the Diocese’s *Call to Serve* document.

Strategy 1.3: Create a Redeemer “operating principles” document as a companion to the Diocesan “Stewardship” document for Finance Council following the template noted 1.1.

Tactic: Ensure that document includes how members are appointed; member terms of service and rotation process; expertise desired; overall duties and objectives for Council.

Tactic: Ensure that the document complies with any Diocesan requirements and guidelines if applicable.

Objective 2

Develop a coordination and communications plan for the three critical councils and committee, to include direction and input from the pastor, staff and parishioners and regular communications out from councils and committee to the pastor, staff, parishioners and other two critical groups.

Strategy 2.1: Develop a Stewardship Committee communications plan by August 15, 2020.

Tactic: Invest in expert consulting assistance through Pregner Solutions Group (PSG).

Tactic: Using PSG materials, schedule personalized direct mail communications; “town hall” meeting on finances; social media campaigns.

Strategy 2.2: Create an overall communications plan for Finance and Parish Councils and Stewardship Committee by December 2020.

Objective 3

Develop recruitment strategies to ensure that groups have a diverse representation of the parish, proper support, and needed skills/expertise to complement staff work.

FOCUS AREA THREE: Communications

Objective 1:

Develop a team of staff and parishioners with expertise to support stewardship communications and the Stewardship Committee with guidance from PSG.

Strategy 1.1: Form committee by August 15, 2020.

Objective Two:

Ensure Parishioners are receiving critical communications in relation to new worship procedures and schedules and stewardship messages

Strategy 2.1: Survey a sample of parishioners re most effective ways to communicate with them

Strategy 2.2: Explore costs to expand digital communications such as group texting capabilities

Objective Three:

As limited in-person opportunities continue, develop recommendations to assist parish staff, councils and committees, and key ministries to find new ways to stay connected to each other and to parishioners.

Strategy 3.1: Create a small working group to develop a communications plan for the parish.

Tactic: Identify parishioners with communications and marketing expertise to create a small working group to assist the Pastor and parish secretary in developing a communications plan for the parish.

Tactic: Write a one-year communications plan for CY 2021.