



Dear Parishioners,

It is with great pleasure and excitement that I introduce to you our Parish Strategic Plan for 2022 to 2026.

As Jesus teaches in Luke 12:48, “Much will be required of the person entrusted with much, and still more will be demanded of the person entrusted with more.” As we continue to grow and evolve as Sacred Heart parish community, it is important to have a clear understanding of who we are, what we value, and our goals and aspirations as we move forward. With Christ as our guiding light, we must be intentional about planning for the future of our parish community and the direction in which we move together so that we may be good stewards of God’s gifts.

The purpose of our strategic planning process, that was undertaken with much prayer and with trust in the guidance of the Holy Spirit, is to evaluate and provide the best our parish has to offer. It also lets us recognize areas of opportunity for growth and sustainability. The information gathered during our strategic planning process has helped us to create a plan that is designed to encourage and guide us as we move forward together and revitalize our parish. It will be effective from January 1st 2022.

The enthusiasm surrounding this plan is a testament to the commitment, dedication and love you have for our parish community and it makes me proud to lead this great parish. I am grateful to the Parish Pastoral Council, the staff and all of the people that have worked over the past year to develop this strategic plan for the benefit of Sacred Heart Church. We thank all those who answered the parish survey, and those who provided ideas and recommendations to the Parish Pastoral Council.

Going forward, it will take all of us, acting in faith, to implement the actions and achieve the goals we have outlined. Working together we will provide the best our parish has to offer. Please take the time to review the plan and look for ways that you and members of your family can get involved and help our church family continue to grow in faith, love, and service.

Yours in Christ,

A handwritten signature in black ink, appearing to read "Fr. Paul Muyimbwa".

Fr. Paul Muyimbwa

Pastor

SACRED HEART CATHOLIC CHURCH



Strategic Plan

2022-2026

January 1, 2022

The Sacred Heart Catholic Church Strategic Plan 2022-2026 outlines our approach to improve the quality of parish life. By codifying Sacred Heart's goals and objectives for the next five years, the hope is that this faith-based community will continue to grow closer to God by improving its support to each parishioner, the local and regional community, and the global church.

Sacred Heart's Parish Pastoral Council (PPC) along with the various committees and parish staff contributed to this latest iteration of the Sacred Heart Catholic Church Strategic Plan. Input was also included from a parish-wide survey conducted early in 2021. This is a five-year plan, effective from January 1, 2022 through December 31, 2026. As intended in the last strategic plan, an early decision was made by PPC that, for consistency, this new version would be constructed as an update to the previous plan as opposed to a complete revision.

PPC supported using the five Ministries that were the focal point for the structure of the previous plan (Worship, Christian Formation, Justice & Peace, Parish and Community Life, and Administration) to maintain a linkage with the goals, objectives and strategies worked under previous plans. The five major goals included in the last plan were reviewed, updated and approved by PPC prior to release to the major parish committees and councils for their development of plan inputs. These goals were intended to be very broad and each were addressed in the appropriate Ministries where they applied. Objectives were developed to support the goals, and strategies were developed to support each objective.

Annually, the PPC will solicit plan updates from those individuals/groups that have been designated as responsible for implementation of a strategy. Those responsible for coordinating implementation are annotated within parentheses following each strategy. The PPC will keep the parish informed on the status of plan implementation and any changes following its review of these annual inputs.

Definitions/explanations of the Ministries, goals, objectives, and strategies are provided:

Ministries

The five Ministries were derived from the seven elements that form the essence of parish life; Evangelization, Worship, Word, Community, Service, Stewardship, and Leadership. They constantly interrelate in parish life, each nurturing and supporting the other. For this strategic plan, the Ministries used are Worship, Christian Formation, Justice & Peace, Parish and Community Life, and Administration.

Ministries Defined

WORSHIP

With the Eucharist at the center of our lives, we celebrate the Sacraments, as a Parish, to worship God and to build up the body of Christ. With this as our main focus, we will work to support the pastor and the Roman liturgy through organizing, training, and providing manpower to ensure the practical logistics of the Masses, celebrations and Sacraments are fully operational and supported.

Catholic Social Teaching formation) to integrate an awareness of social justice and charity into all aspects of parish life.

PARISH and COMMUNITY LIFE

Parish and Community Life nurtures and enables all parishioners to be active disciples of Jesus by providing opportunities that build community and foster service.

CHRISTIAN FORMATION

Christian Formation empowers children, youth and adults to participate actively in their spiritual journey through formation that is true to Gospel and Church teachings.

ADMINISTRATION

Administration supports a skilled and capable staff in the smooth operation of the parish and its ministries, assists with the stewardship of resources, and maintains the quality of property, facilities, and equipment in support of the overall mission of the parish.

JUSTICE & PEACE

Justice and Peace encompasses social outreach (faithful action) with spirituality (through

Goals Defined

Goals are descriptive statements of achievements to be attained within three to five years. A goal should be results-oriented, clearly defined, and capable of being supported by related objectives. A goal must be achievable. The statement of a goal must describe an end point, with outcomes to be realized within a given time frame. Goals are comprehensive, focusing on the major tasks the group selects for itself.

Goals

GOAL 1: *Sacred Heart will become a more prayerful, participative, and worshiping community.*

GOAL 4: *Be fiscally responsible while meeting the needs of the parish community and the diocese.*

GOAL 2: *Strengthen our relationship with other Ghent Area communities, demonstrated by living our Catholic identity.*

GOAL 5: *Engage parishioners in teaching and service by increasing involvement in parish ministries and activities.*

GOAL 3: *Continue to raise awareness of shared programs and resources within Deanery One.*

Objectives

Objectives describe concrete, explicit outcomes to be reached in pursuit of a goal. Because objectives are specific and measurable, they are easy to evaluate in terms of both the extent and the quality of achievement attained.

Strategies

Strategies describe concrete, explicit actions that will be taken to achieve an objective. They provide the metrics that will be used to gauge progress.

SACRED HEART CATHOLIC CHURCH STRATEGIC PLAN

WORSHIP

With the Eucharist at the center of our lives, we celebrate the Sacraments, as a Parish, to worship God and to build up the body of Christ. With this as our main focus, we will work to support the pastor and the Roman liturgy through organizing, training, and providing manpower to ensure the practical logistics of the Masses, celebrations and Sacraments are fully operational and supported.

GOAL 1:

Sacred Heart will become a more prayerful, participative, and worshipping community.

OBJECTIVE W.1.1: Provide yearly training opportunities for volunteers for liturgical activities.

STRATEGY W.1.1.1: Heads of the ministries provide ongoing training to their volunteers with at least one training meeting annually - especially within the Liturgical Ministries (EMHCs, Lectors, Ushers, Altar Servers). (Pastor/Worship Committee chair)

OBJECTIVE W.1.2: Encourage and educate the parish community about the benefits of active participation in parish liturgies.

STRATEGY W.1.2.1: Include information about the benefits of participation in bulletin articles, newsletters, homilies, sacramental preparation and Christian Formation. Continue to stress and emphasize the connection between worship and service (Staff, Pastor, committee chairs).

GOAL 3:

Continue to raise awareness of shared program opportunities and resources within Deanery One.

OBJECTIVE W.3.1: Identify and encourage shared prayer opportunities.

STRATEGY W.3.1.1: Identify one or two people to search websites for opportunities and resources and to contact other parishes about events. (Worship Chair)

OBJECTIVE W.3.2.1: Encourage participation by Sacred Heart parishioners at Deanery One and Eastern Vicariate events, prayer services and social offerings.

STRATEGY W.3.2.2: Obtain information and schedules for Deanery One events and advertise as appropriate via meetings, bulletin notes, email, and social media postings. (Worship Chair, CFC Chair)

STRATEGY W.3.2.3: Identify a pool of willing parishioners who will occasionally attend the events as representatives of Sacred Heart, finding one or two to attend each event. (Worship Chair)

GOAL 5:

Engage Parishioners in teaching and service by increasing involvement in parish ministries and activities.

OBJECTIVE W.5.1: Provide active support to the ministries by recruiting volunteers and encouraging training/guidance. Increase the number of ALL ministry participants, especially the Eucharistic Ministry, Ushers, Lectors and Altar Servers.

STRATEGY W.5.1.1: Hold two Ministry Fairs (May and November) annually to expose the parish to volunteer opportunities. Encourage the congregation to seek out a ministry that suits their comfort level and talents. (Worship Committee)

STRATEGY W.5.1.2: Encourage new parishioners to select at least one ministry during the registration process. (Registration Team)

STRATEGY W.5.1.3: Announce the special needs for ministries that are particularly low in volunteers at Mass on the days that Ministry Fairs are held. Periodically highlight volunteer needs for specific ministries in the bulletin, on the parish website, via parish emails, and through the use of a QRF code. Implement a “Ministry of the Month” program that highlights a different ministry each month; advertising what it does, normal time commitments, and volunteer needs. (Pastor, Ministry Leads)

STRATEGY W.5.1.4: Task each of the ministry chairs, staff and church leadership with the responsibility to actively identify parishioners to serve. Be sure to seek out those with special needs (hearing impaired or mobility issues) and include them in volunteer opportunities and an active worship life. (Leadership, Staff)

Christian Formation

Christian Formation empowers children, youth and adults to participate actively in their spiritual journey through formation that is true to Gospel and Church teachings.

GOAL 1:

Sacred Heart will become a more prayerful, participative, and worshipping community.

OBJECTIVE CF.1.1: Increase parishioner participation at adult faith formation opportunities.

STRATEGY CF.1.1.1: Conduct surveys, at least annually, to determine formation opportunities of greatest interest to parishioners and use those results to focus program offerings. (CFC)

STRATEGY CF.1.1.2: Maintain and track adult formation event participation (by event) in order to show trends and interest. Provide an annual summary of adult formation events and participation to Parish Pastoral Council for awareness and to support resourcing priorities. (CFC Chair, DRE)

STRATEGY CF.1.1.3: Maximize the use of social media, the parish website, bulletins and direct contact to promote and present adult formation opportunities. (CFC, Staff)

STRATEGY CF.1.1.4: Expand membership of the Christian Formation Committee to broaden parish involvement (and Committee perspective) in identifying, planning and executing adult formation events. (CFC Chair, DRE)

STRATEGY CF.1.1.5: Establish a parish program for returning Catholics to address issues, concerns, or questions that caused these members to drift away. This engagement may be incorporated as part of RCIA, or offered separately, as appropriate to the individual’s circumstances. Advertise program’s intent through a marketing campaign to inactive parishioners. (CFC, DRE, Marketing)

OBJECTIVE CF.1.2: Reinvigorate Young Adult formation opportunities at Sacred Heart and support formation activities that may particularly appeal to that group.

STRATEGY CF.1.2.1: Identify a Young Adult Coordinator who can help schedule, market, and lead appropriate activities. (Pastor, PPC, CFC, DRE)

STRATEGY CF.1.2.2: Consider focusing activities on target audiences such as young adult singles, young married couples, and young moms or young parents. (PPC, CFC, DRE)

STRATEGY CF.1.2.3: Conduct a parish-wide survey of Young Adults to determine their formation interests and the types of activities they would prefer. (CFC, Staff)

OBJECTIVE CF.1.3 Continue to stress/emphasize the connection between worship and service.

STRATEGY CF.1.3.1: Coordinate with Worship and Justice & Peace Committees to identify suitable topics and/or shared opportunities to include in religious education and Adult Formation events. Address these topics at least annually in formation activities. (CFC, J&P, Worship)

STRATEGY CF.1.3.2: Develop and execute at least one (each) service project for children, youth, and adults each year that reinforces the “worship – service” connection. (CFC, J&P, Worship)

STRATEGY CF.1.3.3: Publicize ongoing service projects and results to the parish and local community to raise awareness and increase interest. (CFC, J&P, Marketing)

OBJECTIVE CF.1.4: Continue to expand the quality of, and participation in, religious education classes.

STRATEGY CF.1.4.1: Continue to review class objective standards, lesson plans and resources used for religious education to ensure they comply with the latest diocesan guidelines. (DRE)

STRATEGY CF.1.4.2: Identify and track those children who do not progress from First Holy Communion to Confirmation for follow-up engagement, or to remove from the parish rolls due to relocation to other areas or parishes. (DRE)

GOAL 2:

Strengthen our relationship with other Ghent Area communities, demonstrated by living our Catholic identity.

OBJECTIVE CF.2.1: Collaborate to provide educational opportunities for the purpose of expanding knowledge of other religious practices.

STRATEGY CF.2.1.1: Schedule informational programs to provide insight about other faith traditions annually, inviting participation of representatives from other Ghent area faith traditions. (CFC)

STRATEGY CF.2.1.2: Investigate interest of other Ghent area religious communities to collaborate in adult formation offerings about the other faith traditions in the community. If there is interest, schedule rotational sessions at participating worship communities to discuss that faith tradition. (CFC)

OBJECTIVE CF.2.2: Collaborate to provide opportunities for parishioner participation in Ghent Area service.

STRATEGY CF.2.2.1: Follow J&P lead to identify service opportunities that may be incorporated into youth and adult formation activities. Offer at least one Ghent service-related opportunity as part of the youth and adult formation programs each year. (CFC, J&P)

STRATEGY CF.2.2.2: Identify collaborative, interfaith service opportunities, such as support for the new Norfolk shelter for the homeless (NEST replacement), for parishioner participation to expand

our local community involvement and increase our exposure to, and awareness of, the commitment of other faith traditions to service. (CFC, J&P)

STRATEGY CF.2.2.3: Working with J&P, compile information on Ghent Area service opportunities and advertise/encourage volunteering for individual service projects during formation activities. Track and recognize individual volunteer efforts. (CFC, J&P)

GOAL 3:

Continue to raise awareness of shared programs and resources within Deanery One.

OBJECTIVE CF.3.1: Gather and share information about Deanery One formation opportunities with parishioners.

STRATEGY CF.3.1.1: Collaborate with Deanery One parishes in shared formation activities. If there is interest, conduct joint planning sessions to identify and conduct at least one shared event per year. (CFC)

STRATEGY CF.3.1.2: Obtain formation program offerings / schedules from other Deanery One parishes and determine where there may be opportunities to leverage resources and planning for similar offerings to Sacred Heart parishioners. (CFC)

STRATEGY CF.3.1.3: Coordinate an annual “summit” with Deanery One CFC leads to share formation ideas and lessons learned, and identify / schedule collaborative activities and events. (CFC)

OBJECTIVE CF.3.2: Encourage participation by Sacred Heart parishioners at Deanery One formation, prayer services, and social offerings.

STRATEGY CF.3.2.1: Investigate specific opportunities for, or interest in, cross-parish retreats, adoration, and prayer occasions with other Deanery One parishes and advertise / schedule parishioner participation as appropriate (CFC, Worship).

JUSTICE & PEACE

The Justice and Peace Ministry encompasses social outreach (faithful action) with spirituality (through Catholic Social Teaching formation) to integrate an awareness of social justice and charity into all aspects of parish life.

GOAL 1:

Sacred Heart will become a more prayerful, participative, and worshipping community.

OBJECTIVE JP.1.1: Continue to emphasize the connection between worship and service.

STRATEGY JP.1.1.1: At least quarterly, using diocesan resources, identify topics and specific weeks/liturgies that have social justice themes and provide input to announcements. Submit bulletin articles at least monthly highlighting these connections. Ongoing. (J&P Committee)

STRATEGY JP.1.1.2: Continue active participation in Adult Formation, Sizzlers, RCIA and Sacramental preparation programs to highlight connections between faith and service. Ongoing. (J&P Committee)

STRATEGY JP.1.1.3: Continue monthly and seasonal participation in Diocesan Haiti and Migrant Worker Ministries – to revive regular visits with St. Peters during summers to the Eastern Shore in collaboration with the Director of Religious Education and youth; and semi-annual visits to St Gabriel’s parish in Haiti and host bi-annual visits from St. Gabriel’s pastor to Sacred Heart. (Haiti Committee, Migrant Ministry)

STRATEGY JP.1.1.4: Continue to assist St. Gabriel through our active, long-term relationship, and our “faith in action” support of projects that improve nutrition, education, health care, and those that are a source of income and jobs. (Haiti Committee)

STRATEGY JP.1.1.5: Continue to coordinate seasonal giving programs. During November, coordinate the Thanksgiving Food Drive. In Advent, lead the Giving Tree program to benefit the farm workers’ and Saint Gabriel’s children. During Lent, coordinate the Catholic Relief Society (CRS) Operation Rice Bowl program with the support of the CRS Hampton Road Chapter. (J&P Committee)

STRATEGY JP.1.1.6: Provide parish information on legislative advocacy through the Bread for The World program and encourage active participation by parishioners in the Virginia Catholic Conference Alert Network. (J&P Committee)

STRATEGY JP.1.1.7: Continue to conduct four Adopt-a-Street events on Saturdays, quarterly each year, to emphasize Care-for-Creation. (Care-for-Creation Committee)

GOAL 2:

Strengthen our relationship with other Ghent Area communities, demonstrated by living our Catholic identity.

OBJECTIVE JP.2.1: Collaborate to provide opportunities for parishioner participation in Ghent Area service.

STRATEGY JP.2.1.1: Attend monthly meetings of Ghent Area Ministries. Send minutes to Chair of PPC and staff. Work with Community Services Board to address needs of local area and highlight activities to parish at least monthly. (J&P Committee)

STRATEGY JP.2.1.2: Support the city’s homeless shelter program by identifying, advertising, coordinating, and organizing volunteer opportunities or events for parishioners to address stated program needs. (J&P Committee)

STRATEGY JP.2.1.3: Continue to provide Sunday meals for those experiencing food insecurity. (Soup Kitchen Ministry)

STRATEGY JP.2.1.4: Investigate local opportunities for interested parishioners to get involved in activism related to reduction of gun violence.

GOAL 3:

Continue to raise awareness of shared program opportunities and resources within Deanery One.

OBJECTIVE JP.3.1: Publicize service and formation opportunities available in other parishes.

STRATEGY JP.3.1.1: Attend Monthly Sowers of Justice Meetings and network with other Directors of Social Ministries to exchange parish information. Provide information to bulletin, newsletter, and bulletin boards as available. (J&P Committee)

STRATEGY JP.3.1.2: Engage with local Respect Life activities, including Fortnight for (Religious) Freedom (June-July timeframe), 40 Days for Life (Lent), Crisis Pregnancy Centers and Birthright to highlight emphasis on the sanctity of life and the dignity of all people from conception to natural death. Identify a Respect Life Coordinator to organize this engagement within the parish. (J&P Committee)

STRATEGY JP.3.1.3: Identify and support shared educational and participative social justice programs (economic justice, racial justice, restorative justice, food justice) within Deanery One. (J&P Committee, CFC)

Parish and Community Life

Parish and Community Life nurtures and enables all parishioners to be active disciples of Jesus by providing opportunities that build community and foster service.

GOAL 1:

Sacred Heart will become a more prayerful, participative, and worshiping community.

OBJECTIVE PCL.1.1: Increase parishioner participation in the parish life committee and in parish social and community building events that the committee plans and executes in accordance with diocesan policies and directives.

STRATEGY PCL.1.1.1: Actively recruit committee membership from the Parish Pastoral Council and engaged parishioners. Participate in semi-annual parish Ministry Fair events. (PPC, Pastor)

STRATEGY PCL.1.1.2: Develop and offer parish social and community building events about every eight weeks (total of 6 per year) to include a Parish Feast Day Dinner, Lenten Pancake Supper and a parish Summer or Fall picnic each year. Where feasible, collaborate with other Ministries to co-sponsor parish-wide events. (Parish and Community Life Chairman)

STRATEGY PCL.1.1.3: Implement “First Sunday” social events following the Masses on the first Sunday of each Month, to include evening snacks / drinks after Saturday Mass and coffee / donuts after Sunday Masses. (PPC, Parish and Community Life Committee, Staff)

STRATEGY PCL.1.1.4: Schedule periodic New Parishioner socials that include a “meet and greet” with the pastor. This could be incorporated as part of the “First Sunday” social events to be held each month. (PPC, Registration Team)

STRATEGY PCL.1.1.5: Implement monthly student Pizza Nights, targeting ODU and EVMS student members of the parish. (PPC, Parish and Community Life Committee)

OBJECTIVE PCL.1.2: Conduct quarterly planning meetings for parish social events to include staff, parish council representatives and interested parishioners.

STRATEGY PCL.1.2.1: Gather ideas from various constituents before planning the next year’s events by November each year. (Parish and Community Life Chair)

GOAL 5:

Continue to engage parishioners in teaching and service by increasing involvement in parish ministries and activities.

OBJECTIVE PCL.5.1: Clarify and communicate expectations and opportunities for every parishioner to offer time, talent and treasure to the community.

STRATEGY PCL.5.1.1: Semi-annually update the Time and Talent Catalog (PPC)

STRATEGY PCL.5.1.2: Provide information at least quarterly to parishioners in the bulletin, emails, website and /or letters to remind them of the expectations, needs and opportunities for their treasures, whether regular budget items or new opportunities. (PFC)

STRATEGY PCL.5.1.3: Offer the Time and Talent Catalog as part of the activities and events arranged by the Parish and Community Life Committee and speak to their purpose and the parish needs. (Parish and Community Life Committee, PPC)

STRATEGY PCL.5.1.4: Identify, schedule, and execute parish social events that are targeted for young adults to bolster participation in that group. (Parish and Community Life Committee)

STRATEGY PCL.5.1.5: Announce upcoming parish events at the new parishioner registration sessions. (Registration Team)

STRATEGY PCL.5.1.6: Advertise, with the assistance of staff and PPC, upcoming parish events in the bulletin, on the website, in social media, and through email communications to engage parishioner interest and involvement. (Parish and Community Life Committee, PPC, Staff)

ADMINISTRATION

Administration supports a skilled and capable staff in the smooth operation of the parish and its ministries, assists with the stewardship of resources, and maintains the quality of property, facilities, and equipment in support of the overall mission of the parish.

GOAL 1:

Sacred Heart will become a more prayerful, participative, and worshiping community.

OBJECTIVE A.1.1: Ensure the smooth operation of the parish and the care of the parish facilities, including the upkeep of the parish buildings and grounds.

STRATEGY A.1.1.1: Conduct quarterly walks of the parish facilities and grounds to identify deficiencies and maintenance needs. (Pastor, Building & Grounds representative)

STRATEGY A.1.1.2: Provide, in writing, a summary of any work needed and any recommendations to the Pastor within 30 days of the walk. (Building & Grounds Chairman)

STRATEGY A.1.1.3: Publish a consolidated Parish Operating Procedures Manual (POPM). Review the POPM annually and update as required. (Safe Environment Committee)

GOAL 4:

Continue to be fiscally responsible, while meeting the needs of the parish community and the diocese.

OBJECTIVE A.4.1: Increase the number of households that contribute consistently to both regular and special giving opportunities in the parish by 5% each year.

STRATEGY A.4.1.1: Provide regular and consistent communication in the bulletin and on the website about the mutual benefits of Electronic Giving for the purpose of increasing regular giving and growing the electronic giving base that allowed the parish to weather the pandemic. (PFC, Staff)

STRATEGY A.4.1.2: Ensure special events, ministry-related requests for donations, and second collections do not significantly overlap with each other and with Annual Stewardship Appeal and Annual Diocesan Appeal. (PFC, Staff)

STRATEGY A.4.1.3: Continue to communicate and offer year-round stewardship opportunities through bulletin announcements, on-line information and information in the commons. (PFC)

STRATEGY A.4.1.4: Promote online giving during the parish registration process. (Registration Team, Staff, PFC)

OBJECTIVE A.4.2: Meet Annual Diocesan Appeal target goal starting in fiscal year 2021-2022 (February 2022 drive).

STRATEGY A.4.2.1: Organize a coordinated marketing campaign that includes website and social media information, displays in the Commons, bulletin notes, parish-wide emails, and announcements from the pulpit. (PFC)

STRATEGY A.4.2.2: Develop, prominently display and update a poster that shows the parish goal and the weekly progress towards reaching that goal. (PFC)

OBJECTIVE A.4.3: Provide regular communications related to the status of parish finances.

STRATEGY A.4.3.1: Provide regular and transparent financial updates to parishioners in weekly bulletins, on the parish website, and in parish-wide emails and letters as appropriate, to remind parishioners of the expectations, needs and opportunities for giving. (PFC)

STRATEGY A.4.3.2: Provide a quarterly notice of financial needs with details to include giving, pledged giving, and unexpected expenses using the bulletin and parish-wide email. (PFC)

STRATEGY A.4.3.3: Continue to provide parishioners access to the Annual Report submitted to Diocese after its acceptance by making a hard copy available in the Commons. (PFC)

OBJECTIVE A.4.4: Improve processes related to financial management to increase financial accountability and transparency.

STRATEGY A.4.4.1: Continue shift from paper to electronic bookkeeping and e-banking, with goal of 90% electronic banking by end of fiscal year 2021-2022. (PFC, Staff)

STRATEGY A.4.4.2: Continue use of enhanced internal controls for cash handling under new guidelines drafted by Finance Council; revise and enhance controls as necessary. (PFC, Lector Ministry)

STRATEGY A.4.4.3: Submit timely and balanced budget to Diocese using ParishSoft accounting system and updated assumptions based on prior year performance. (PFC, Staff)

OBJECTIVE A.4.5: Stabilize and grow special funds to support specific parish efforts.

STRATEGY A.4.5.1: Publicly launch Legacy Giving Committee drive before March 2022. Continue to promote opportunities for bequests to the church through bulletin announcements and the parish website. (PFC)

STRATEGY A.4.5.2: Grow Catholic Community Foundation parish endowment by 12% each year. (PFC, Staff)

STRATEGY A.4.5.3: Plan for capital campaign/new mortgage to address recurring HVAC and roof issues by end of fiscal year 2021-2022. Plan for funding the replacement of the church roof by the end of fiscal year 2025-2026. (PFC)

STRATEGY A.4.5.4: Maintain special-use investment funds (Scherberger Scholarship; Outreach; Renovation; General Parish Fund) at their approximate current levels and replenish when used to fund new significant expenses. (PFC)

GOAL 5:

Continue to engage parishioners in teaching and service by increasing involvement in parish ministries and activities.

OBJECTIVE A.5.1: Build the theme of financial stewardship—of parish operations, ministries, and the church building—as an integral part of the call to stewardship in the faith lives of parishioners.

STRATEGY A.5.1.1: Make, as a minimum, four regular fund-raising / financial announcements to the congregation annually (PFC):

- (1) Annual Stewardship Appeal in September of each year, reminding parishioners of the good works supported by their financial giving, the parish's ongoing needs, and any new financial challenges on the horizon.
- (2) Annual Diocesan Appeal in the Spring
- (3) April/May general financial update
- (4) November/December general financial update

STRATEGY A.5.1.2: Employ bulletin announcements, on-line information, and displays in the commons to increase awareness of parish financial needs, how those needs are being met, and where shortfalls remain to be addressed. (PFC)

STRATEGY A.5.1.3: Make special appeals, through members of the Finance Council or the pastor, for unanticipated repair expenses over \$10,000 when necessary and appropriate. (PFC)

OBJECTIVE A.5.2: Develop and codify a Sacred Heart “citizenship” statement based on the membership expectations, rights and responsibilities for new parishioners.

STRATEGY A.5.2.1: Review the pre-registration package to ensure it aligns with strategic plan, with special focus on the parishioner rights and responsibilities. (Registration Team)

STRATEGY A.5.2.2: Conduct in-person, monthly information / registration sessions for new members to compliment the online process. Present updated citizenship, rights and responsibilities statements to new parishioners during these sessions. (Registration Team)

STRATEGY A.5.2.3: As part of the registration process, ask each new parishioner to complete a time, talent and treasure card. (Registration Team)

OBJECTIVE A.5.3: Improve communications to inform and educate parishioners about the parish vision and goals, ongoing issues, updates and activities.

STRATEGY A.5.3.1: Conduct annual parish information events to present the parish vision and goals, with a focus on what is planned to be accomplish that year. (PPC)

STRATEGY A.5.3.2: Post information about the parish vision and goals and annual priorities on the website, social media and bulletin board in the commons. (Staff)

STRATEGY A.5.3.3: Implement an integrated parish communications approach applying information technology capabilities deemed most effective during the pandemic to enhance the information flow, parishioner engagement, and the parish social media presence. Consider coordinated or hybrid use of interactive, online meeting technologies (e.g., ZOOM / WEBEX); mass emailing; mass texting, livestreaming, online survey capabilities, automated website and Facebook content posting; and other technologies deemed useful for this purpose. Maximize the amount of parish information made available online while minimizing the labor requirement to get it there. (Pastor, Staff, IT Support)

STRATEGY A.5.3.4: Continue the use of mass emails (e.g., Constant Contact) to inform members about parish-wide policy updates, issues, and activities. Consolidate weekly content as much as possible to minimize the number of emails that need to be sent. (Staff, Ministries)

STRATEGY A.5.3.5: Investigate the use of mass text messages for parish communications to broaden the information flow to younger parishioners who do not rely on email. (Marketing Committee, Staff)

STRATEGY A.5.3.6: Post a long-term calendar of major parish events online for access by all. (Staff)

STRATEGY A.5.3.7: Establish an online, free-form suggestion box for the parish to augment the physical suggestion box maintained in the Commons. (PPC, IT Support, Staff)