

QUEEN OF ANGELS PARISH TRANSFORMATION FINANCE WORK GROUP

Draft Action Plan, Revision #2, per Meeting of November 14, 2013

- This draft action plan was based on the discussions on October 24th and October 30th, an initial draft from Jim presented at the Meeting of November 7th, and revisions made at the meetings of November 7th and November 14th.
- The Finance Committee and its Development Subcommittee are advisory to Pastor as provided by Canon Law and Archdiocesan policies.
- “Owner” personal names are members of the Finance Work Group responsible for communicating that Action Step (to the Finance Committee or Development Subcommittee) and for monitoring/follow-up for the implementation of that step.
- “Owner” parish staff titles or parish groups are responsible for leadership in implementing that step.
- “Info” items would be included in the action plan as space permits. They provide background and clarification on the action steps.

Focus Area #1: Church Expenses and Parish Capital Needs

Action Step 1.1

Implement a “Facilities Subcommittee” advising the Pastor and the Parish Finance Committee.

GOAL: Create a Facilities Subcommittee of at least three parishioners

TIME: By March 31, 2014 OWNER: Bill Brennan > Finance Committee

INFO: Meets at least quarterly and advises on building maintenance and capital projects
Includes parishioners with some experience in those areas

Action Step 1.2

Finance Committee formally reviews and reports on opportunities for cost savings

GOAL: Finance Committee reports to Pastor any material cost savings opportunity

TIME: By June 30, 2014 OWNER: Chris Callahan > Finance Committee

INFO: Report should be developed utilizing the annual Archdiocesan financial “Benchmark Report” and the assessment questions in the Parish Transformation Finance Action Plan worksheets. One area of review should be utilities savings for the Guild Hall and Voss Center through an upgrade of environmental systems.
Significant efforts have already been made by the Finance Committee and parish staff to identify and implement cost savings such as use of group purchasing agreements, contracting for school maintenance, and upgrade of environmental systems and revising operations to save on utility bills.

Action Step 1.3

Parish requests “Buildings Assessment” from the Archdiocese

GOAL: Receive the report from the Archdiocesan Buildings and Construction Department without cost to the parish

TIME: Request by December 31, 2013 (already accomplished) with report by June 30, 2014

OWNER: Bill Brennan, Parish Business Manager

INFO: Such a report was last received about eight years ago

The report would be used to plan and prioritize future capital expenditures

Focus Area #2 Communications – Fundraising and Finances

Action Step 2.1

Create a Parish Development Subcommittee

GOAL: Committee advises Pastor, Finance Committee, and parish groups on fundraising issues

TIME: Create by January 31, 2014 OWNER: Jim Hohner > Pastor / Finance Committee

INFO: ***Committee would take the leadership role, as approved by the Pastor, for the Action Steps under Focus Area #3***

The Development Subcommittee would be a Subcommittee of the Finance Committee and include up to ten parishioners or parish staff who have experience or a strong interest in fundraising practices including campaigns, communications, and events.

The Subcommittee would reflect the diversity of the parish (e.g., by language and age group) and focus on fundraising communications and donor recognition.

The Subcommittee would work with the Archdiocesan Development Office.

Eventually the Subcommittee would meet about four times a year, but monthly meetings would be needed in the first half of 2014 as it organizes and begins its work.

Action Step 2.2

Improve recognition of donors and stewardship reporting

GOAL A: Provide a thank you communication for 100% of gifts of \$x (to be determined) or more (whether Sunday collections, events, or other major gifts)

TIME: By June 30, 2014

OWNER: Chris Callahan > Development Subcommittee

GOAL B: Develop formal multi-part plan to thank all donors through stewardship reports

TIME: By December 31, 2014

OWNER: Fred Butzen > Development Subcommittee

INFO: Donor recognition and financial reports would use various media (e.g., a combination of Guide articles, web pages, announcements, or notes to donors (monetary/volunteer). Communications would build bridges across parish groups and would focus on reporting to both major donors and the parish as a whole the many good works performed by the parish ministries *“supported by parish donors like YOU”*.

Action Step 2.3

Implement reporting of parish finances to parishioners

GOAL A: Financial report to the parish

TIME: By December 31, 2013

OWNER: Finance Committee (task already approved)

GOAL B: Develop multi-part plan for regular financial reporting to the parish

TIME: By March 31, 2014

OWNER: Jack Recinto > Finance Committee and Development Subcommittee

GOAL: Provide financial transparency through regular reports to parishioners on parish revenues, expenses, fundraising activities, and fundraising events

INFO: Reports could be a combination of annual printed reports, oral reports (by pastor and laypersons), periodic reports on Sunday and holyday collections, and explanations of the kinds of revenues earned and expenses incurred.

Focus Area #3: Parish Fundraising

Action Step 3.1

Implement the “Teach Who Christ Is” fundraising campaign

- GOAL: Successfully complete reaching parish goal (amount To Be Determined)
TIME: Reaching goal by December 31, 2016
OWNER: Jack Recinto > Development Subcommittee
INFO: Campaign may be delegated to subgroup of the Subcommittee
and include members committed only to this campaign.
Subcommittee would be expected to be responsible for all future special campaigns.
Proposed fundraising goal reviewed by the Finance Committee

Action Step 3.2

Broaden and deepen parish annual giving (Sundays, holyday and special collections)

- GOAL: Within 3 years increase revenue, excluding capital campaigns and events, by 20%
TIME: By December 31, 2016
OWNER: Veronica Siegle and Jim Hohner > Development Subcommittee
INFO: The proposed goal moves the parish from about the median for its peer group (in operating revenues per mass attendee for our household income peer group) to the 25th percentile.
Focus areas would include major gifts and estate and other planned gifts.
Fundraising communications would be sensitive to differences by age, sex, culture, and language.

Action Step 3.3

Increase net fundraising revenue from parish events

- GOAL: Within three years increase net profits from fundraising events by 20%
TIME: By December 31, 2016
OWNER: Veronica Siegle > Development Subcommittee
INFO: Parish groups would be given the opportunity to discuss scheduling issues and to share best practices such as donor recognition (including donation receipting).
Event organizers would be encouraged to keep records for the parish archives (various media including videos and pictures) of their event’s planning and success.
Best practices are needed as volunteer time is a precious resource to be wisely used.

Submitted respectfully, *Jim Hohner*