



Strategic Plan 2020 – 2023

St. Peter Church, the oldest Catholic Church in West Tennessee, has served the Memphis community since its foundation in 1840. The Dominican Friars of the Order of Preachers have led the parish since 1846. Like all downtown Memphis churches, St. Peter experienced a decline following the assassination of The Rev. Dr. Martin Luther King, Jr. By 1980, only a handful of families and the Friends of St. Peter were barely keeping it open.

The Southern Dominican Province was established at that time and shortly after, the Shrine of St. Martin De Porres relocated from North Carolina to St. Peter Church. Gradually, with the revival of downtown Memphis and the appeal of the Dominican Friars, the parish began a steady growth to a more robust parish with over 500 families by the Revive 175 celebration in 2015.

Today, membership has tapered off, with some households being more temporary (graduate students and young professionals who are more transitory). The Church more broadly has been buffeted by scandals, and St. Peter has been impacted as well. There also is an increasing secularization of society that has affected all denominations. At the same time, residential population downtown has rapidly grown and many of those living downtown are relocating Catholics attracted to a growing St. Jude Research Hospital and Memphis' Fortune 500 companies, all located downtown.

In this dynamic time, St. Peter has organized a three-year strategic plan to provide a vision for our future. The plan will provide a framework for the continued spiritual and catechetical growth of its members in the tradition of the Dominican Order. It will be reviewed periodically and kept current with changing circumstances. Staff and lay led committees will be assigned responsibility for outcomes.

The plan has involved over 70 households directly participating in eight subgroups (Liturgy & Sacraments, Faith Formation, In-Reach, Outreach, Human Resources & Leadership Development, Facilities, Communications & Growth, and Stewardship & Finances). These groups have developed Goal Statements and related Objectives to fully realize the plan and will continue to develop strategies to implement the plan and to fully live our mission and realize our vision.

Our Mission Statement: The mission of St. Peter Catholic Church is the proclamation of the good news of Jesus Christ by sustaining our historic Dominican traditions and serving the needs of our parishioners and the greater Memphis community.

Our Vision Statement: Our vision is to continue the renewal of our Dominican-rooted journey of faith, expanding our in-reach and outreach ministries; identifying new programs and facilities needed to assist us in this growth; and reconnecting our parishioners, one to another, to our Church and to the needs of our community.

Our Values: Dominican Parish Values – The Four Pillars of Dominican Spirituality

- **Prayer** – The Dominican Pillar of Prayer is the heart of any spiritual life. A conversation with God, whether in private or in community during the liturgy, prayer is about staying connected.
- **Study** – The Dominican Pillar of Study reflects the way St. Dominic sought to cultivate an attitude of discovery and of discipline of inquiry that directs the heart toward God. It is as students that we can discover the presence of God’s actions in our lives.
- **Community** – The Dominican Pillar of Community guides us to see that it is through relationships that we are inspired, encouraged, admonished and forgiven. In community, we stay connected to God, helping each other work for peace, healing, and understanding in the world.
- **Preaching** – The Dominican Pillar of Preaching inspires us to preach by the way we live our life; the witness of our own words and deeds. At St. Peter, we are invited to use our heart, hands, and voices to love our neighbor.

Goal Statements and Scripture Foundations

1. LITURGY & SACRAMENTS AREA GOAL STATEMENT

Deepen our Catholic Faith experience in the Tradition and Charism of the Order of Preachers

"They devoted themselves to the teaching of the apostles and to the communal life, to the breaking of the bread and to the prayers." (Acts 2:42).

2. FAITH FORMATION GOAL STATEMENT

Provide lifelong faith formation that deepens our relationship with Christ and forms us into active disciples

"Stir into flame the gift of God." (2 Timothy 1:6).

3. IN-REACH GOAL STATEMENT

Create a spirit in our parish, so people will feel welcome and supported

*"Therefore, encourage one another and build one another up, as indeed you do."
(1 Thessalonians 5:1).*

4. OUTREACH GOAL STATEMENT

Encounter the face of Jesus as we touch the lives of those in need in the Memphis community

"Be doers of the word and not hearers only..." (James 2:22).

5. FACILITIES GOAL STATEMENT

By the preservation, optimization and expansion of physical assets, promote the Dominican Pillars of Prayer, Study, Preaching and Community and a safe environment to meet the needs of a growing St. Peter's parish

"Like a wise master builder, I laid a foundation, and another is building upon it." (1 Corinthians 3:10).

6. DIGITAL PATHWAYS GOAL STATEMENT

Effectively integrate technology into church operations and communications, so that members and staff experience an easier online and telephonic interface with the parish; new and economical communications channels will be established; and more efficient organization and use of data will improve all organizational and stewardship functions

"They went forth and preached everywhere, while the Lord worked with them and confirmed the word through accompanying signs" (Mark 16:20).

7. HUMAN RESOURCES Goal STATEMENTS

- A. **STAFF GOAL STATEMENT**: Expand our staff to support the parish mission while engaging and supporting our volunteer parishioners and their many talents

- B. **LAY LEADERSHIP INVOLVEMENT GOAL STATEMENT**: Engage and prepare our laity to lead and volunteer more effectively with all parish organizations and ministries

“The harvest is abundant but the laborers are few; so ask the master of the harvest to send out laborers for his harvest.” (Matthew 9:37-38).

8. COMMUNICATION & GROWTH GOAL STATEMENT

Better inform our members about the uniqueness of our Dominican parish and ongoing opportunities for them to fully engage in parish life and grow in their faith; thereby, retaining current members and attracting new parishioners

“But how can they call on him in whom they have not believed? And how can they believe in him of whom they have not heard? And how can they hear without someone to preach?” (Romans 10:14).

9. STEWARDSHIP GOAL STATEMENT

Educate and inspire parishioners to embrace stewardship and the Biblical concept of tithing; which will provide abundant funding for St. Peter Church to have the necessary resources to grow and enhance our parishioners’ experience of the faith

“As each one has received a gift, use it to serve one another as good stewards of God’s varied grace.” (1 Peter 4:10).

1. Liturgy & Sacraments SWOT Analysis, Goal Statement and Objectives

STRENGTHS

- Preaching
- Dominicans
- Liturgical music
- Church beauty
- History and heritage
- Young adult community attendance at liturgy

WEAKNESSES

- Small percentage of parishioners fill the roles of liturgical ministry
- Little welcoming attitude towards families with young children
- Need more hospitality/greeting as people gather for worship

OPPORTUNITIES

- Provide ongoing formation of liturgical ministers
- Foster a welcoming atmosphere towards all
- Encourage participation in Liturgy of the Hours and communicate its value
- Publicize when Adoration and Confession are offered
- Encourage youth participation in liturgy, especially in the years after Confirmation.
- Promote the presence of infants and toddlers in our worship as a gift
- Study and weigh possible options for Mass times on the weekend
- Share the richness of our Dominican tradition

THREATS

- Burnout of Lay Ministers (need more participants in all roles)
- Lack of commitment shown by some Lay Ministers
- Understaffed in the area of liturgy - need half time assistant
- Disaffection of people with the Catholic Church
- Clergy sex abuse scandal

LITURGY & SACRAMENTS AREA GOAL STATEMENT

Deepen our Catholic Faith experience in the Tradition and Charism of the Order of Preachers.

“They devoted themselves to the teaching of the apostles and to the communal life, to the breaking of the bread and to the prayers.” (Acts 2:42).

OBJECTIVES:

1. Emphasize hospitality/greeting as people gather for worship. On-going
2. Enhance the spiritual environment of our parish. On-going
3. Engage more parishioners in liturgical and sacramental ministries. On-going
4. Welcome all children to our worship. On-going
5. Provide parishioners and the broader Catholic community more experience and knowledge of the Four Pillars of the Dominican Order - Prayer, Study, Community and Preaching by winter 2020.
6. Foster observance of sacred silence before and during worship by fall 2020.
7. Publicize and welcome people to pray the Liturgy of the Hours by fall 2020.
8. In Collaboration with In-Reach, establish and promote small, geographical prayer groups by spring 2021.
9. Pursue additional methods to publicize worship offerings of our parish by spring 2021.

2. Faith Formation SWOT Analysis, Goal Statement and Objectives

STRENGTHS

- Current catechists for children and teens include men and women of all ages (including young adults)- Catechists are not just “parent volunteers” but ministers.
- Catechesis of the Good Shepherd
- Long tradition of adult faith formation, including Sunday mornings while children and teens are in session – Sunday mornings offer faith formation for all ages
- RCIA Team and Community
- Young adult small groups, retreats, and other faith formation opportunities
- Staff (DRE and part time youth minister and nursery staff)
- Year-round faith formation (including summer)

WEAKNESSES

- Community – Children come from different schools and don’t know each other well. Especially a problem for older children, teens and parents-
- Attendance – Some families do not come regularly to Faith Formation and/or Mass
- Youth – Need more opportunities to encounter one another in the faith
- Adults – The average adult does not know much about their faith or how to pray-
- Understaffed, unable to do all we would like to do
- RCIA – Transition from RCIA to active parish life
- Space – lack of space on Sunday morning

OPPORTUNITIES

- Aquinas Institute Certificate Program in CGS
- Opportunities for evangelization because we get to meet short term members (grad students, young adult professional who are in Memphis temporarily)
- Increasing demand for RCIA (year-round, people from other places, etc.)
- Influx of downtown resident
- Use of Internet (digital Catholic media/video conferencing/prayer resources such as Liturgy of the Hours) as means of faith formation for those who cannot attend

THREATS

- Busy lifestyles - People are rushing between work and family and other commitments, and church feels like one more thing they have to do
- Lack of priority of faith in the lives of families / Parents, adult family members who are not active in their faith and/or do not value its importance
- Retention – High percentage of young people who leave their faith after Confirmation (or First Communion)
- Lack of deep pool of Catechists – Having good solid catechists and team members each year (Possible action step would be to require parent involvement)
- Relationship - When a parish is full of people who are serious about their relationship with God, faith formation is much easier.
- Geographical location (weekday parking and distance from homes)
- Other churches (especially with teens)
- Global pandemics or other events that prohibit coming to church temporarily but may lead to long term absences

FAITH FORMATION GOAL STATEMENT

Provide lifelong faith formation that deepens our relationship with Christ and forms us into active disciples.

“Stir into flame the gift of God.” (2 Timothy 1:6).

OBJECTIVES

1. Expand the Youth Ministry position from 10 hours per week to full-time **(3/4 increase)** by fall 2020.
2. Prepare adults to know and understand their faith in such a way that they can be proactive and transformative members of the Body of Christ at home and in the world. On-Going
3. Nurture Catholic identity and a sense of communion among children, teens and parents in our faith formation sessions. On-Going
4. Meet the spiritual needs of short-term members (grad students, young adult professionals who are in Memphis temporarily) and the growing downtown community. On-Going
5. Strengthen, grow and enrich engaging continuous faith formation opportunities for parishioners of all ages. On-Going
6. Hire a half-time Faith Formation Assistant to help grow these programs by spring fall 2021.
7. Provide parishioners and the broader Catholic community more education into the Four Pillars of the Dominican Order - Prayer, Study, Community and Preaching – through our parish faith formation programs and the St. Martín De Porres Shrine & Institute by 2022.

3. In-Reach SWOT Analysis, Goal Statement and Objectives

STRENGTHS

- We have many offerings!
 - “We have lots of stuff going on (I guess)”
- We have the foundation for works that show we are a place of true caring for others (Joy of the Gospel).

WEAKNESSES

- There are a bunch of communications gaps:
 - “I simply don’t know very much, and I think that goes to the basic weakness that I see as I think about things in the parish. There is not enough information in the bulletins about events that are lucky enough to get listed.”
 - *Regarding events:* “Not enough information to know if I might be interested. As an example: I’m pretty sure I’m not a young adult but if I’m sitting in the pew for the first, second time. Who are they - single under 25, married under 30, anyone under 40? Or: What is a zip code party?”
- There are a lot of areas where we need to do a lot of work to bolster the offerings.

OPPORTUNITIES

- We need to make some website updates, possibly to fill in communication gaps:
 - “A real (perhaps salaried) tech person to make the website useful. Expanded descriptions of the ministries, a real person to email with questions, then outreach by a real phone call from someone in that group...”
- We could be more intentional about offering services that are more aligned to needs:
 - If possible, our reach could be more tied to spiritual growth.
 - “Apparently it would be very useful to parents to have better babysitting hours...maybe 8-1 on Sundays so people could attend socials, classes offered, or help with the atrium classes...”

THREATS

- If we are not very specific and directed about these items, we may not have enough volunteer -power for all the offerings to be sustainable.
- If we do not work on a better communications plan for each of them, we run the risk of still feeling “exclusive”.

IN-REACH GOAL STATEMENT

Create a spirit in our parish, so people will feel welcome and supported.

"Therefore, encourage one another and build one another up, as indeed you do." (1 Thessalonians 5:11).

OBJECTIVES:

1. Develop a welcoming program for new members that includes personal contact by fall 2020.

Action Steps:

- a. Create a volunteer-based "sponsor program" of mentor families/persons to be companions to newly registered families/persons by August 2020.
 - b. Recruit at least 10 volunteers to serve as mentors to do new parishioner outreach by ____ ?.
 - c. Ensure that new parishioners touched within 1 week of their intake information being processed by parish staff by ____ ?.
2. Nurture parishioner's involvement by evaluating and strengthening existing In-Reach programs and developing new venues such as parish small groups, to bring people together by spring 2021.
- #### **Action Steps:**
- a. Implement an evaluation of In-Reach programs by fall 2020
 - b. Increase attendance at parish social programs by 50% by the end of 2020.
 - c. Develop at least 2 new social programs (*required*: funeral guild and men's guild; *suggested*: new parent ministry) by ____ ?
3. Develop a ministry of care and support program to help our parishioners in times of need to offer hope while acknowledging brokenness and pain without stigma or judgement by spring 2021.
- #### **Action Steps:**
- a. Develop the funeral guild by August 2020.
 - b. Create a venue and/or process for confidential outreach to parish staff (and waiting volunteers) by August 2020.
4. Develop a strategy for reaching out to parishioners who are not attending or who have chosen to leave our parish by June 2020.
- #### **Action Steps:**
- a. Using the pictorial directory, create a "missing parishioners" list with the assistance of the ushers and other ministers by fall 2020.
 - b. Recruit at least 10 volunteers to serve as coordinators to do outreach to lapsed parishioners by phone Q&As by fall 2020.
 - c. Ensure that all concerns are brought to parish staff within 1 week.
 - d. Whenever possible, ensure that all concerns are responded to by parish staff within 1 month of membership lapse. On-Going.
5. Work with Communications and Growth planning group to develop an updated current member registration list by June 2020.
- #### **Action Steps:**
- a. Staff and existing parish group leaders review the registration list of those who have not traceable giving but are still on the rolls, to identify individuals they know to be no longer attending St. Peter Church, or who they know are still attending by fall 2020.
 - a. Send mailing to all remaining on the list to ask for an update on their parish records (address, phone, number of members in the household, etc. by fall 2020.
 - b. Staff and/or Volunteers conduct a phone survey for those who do not respond to the mailing by fall 2020.

4. Outreach SWOT Analysis, Goal Statement and Objectives

STRENGTHS

- Desire of parishioners to do more outreach
- Passion of those who are involved
- The number of parishioners involved in the community outside of St. Peter's
- St. Martin Shrine & Institute

WEAKNESSES

- Lack of involvement with downtown outreach
- Few parishioners involved through St. Peter's Outreach
- Communications about outreach
- Lack of understanding of importance of outreach (awareness of Catholic Social Teachings)
- No list of opportunities to share
- Threshold of involvements may seem too high – breakdown opportunities at a lower level of involvement
- Don't know which of our parishioners are involved in which community programs

OPPORTUNITIES

- Become part of a larger community, especially downtown.
- Address issues of younger parishioners who have a keen interest.
- Increase awareness of the importance of outreach (awareness of Catholic Social Teachings)

THREATS

- If we do not engage, we become ineffective as a Christian Community
- Lack of understanding of Catholic Social Teaching among many parishioners
- We miss out on recruiting new members who want to make a difference, especially younger ones

OUTREACH GOAL STATEMENT:

Encounter the face of Jesus as we touch the lives of those in need in the Memphis community.

“ Be doers of the word and not hearers only...” (James 2:22).

OBJECTIVES:

- 1.. Select major areas of need and current or potential interest among parishioners and prepare a directory of parish-sponsored outreach programs i.e.
 - Poverty (hunger, sandwich ministry, homelessness, Angel Tree, Catholic Charities);
 - Education (Compass Schools, arts programs, Multi-National Memphis);
 - Health (senior care programs, Church Health – workers insurance coverage);
 - Injustice (St. Martin Shrine & Institute, Memphis Catholics for Social Justice), etc.

Action Steps:

- a. Determine current activity of parishioners in community organizations
 - b. Recruit parishioners active in organizations to lead a parish group for support of current areas of interest or activity
 - c. Select programs in each major area for St. Peter’s to support
 - d. Survey parishioners to determine their interest in the selected organizations to aid the leader in forming a parish outreach group to support that particular organization
 - e. Place the directory of parish supported organizations on the parish web site
2. Work with The St. Martin Shrine & Institute, Downtown Churches and other organizations to coordinate and collaborate on an annual social justice event and restore the “5th Sunday “program.

Action Steps:

- a. Work with the Shrine to develop this event and review how “5th Sunday” program succeeded
 - b. Engage other Churches, Downtown Commission and other organizations in planning
3. Develop an education plan to raise awareness of Catholic and Inter-religious Social Teachings.

Action Steps:

- a. Explore possibility of this being jointly developed with the St. Martin Shrine & Institute, thereby enabling Outreach help to build a larger local audience for SMSI.
- b. Coordinate/collaborate with other downtown outreach efforts (churches, civic)

4. Make the journey of discipleship together as family and parish members by promoting opportunities for volunteer community service through St Peter.

Action Steps:

- a. Organize an Outreach Fair to coincide with Stewardship’s Time/Talent Fair this September and shift to each spring starting in 2021
- b. Organize them as an identified St. Peter’s Outreach group that works with various community groups such as Catholic Charities, St. Vincent DePaul, or MIFA to name some

5. Provide guidance for how the best use of the St. Peter Outreach budget shall be used.

Action Steps:

- a. Set priorities annually around a focused number of organizations, especially giving to those that have St. Peter's parishioners involved as volunteers
- b. Consider establishing a dollar match program – quarterly outreach collection matched by outreach group or individual to supplement the parish's outreach budget

6. Communicate of Outreach activity to the parish, diocese and broader community.

Action Steps:

- a. Information about parishioners' outreach involvements in weekly bulletin, Flock notes and all parish media platforms
- b. Develop stories of success of outreach groups – how they serve the community in all our communication platforms and the general press and media.

7. Hire an Outreach Coordinator to manage and monitor programs to ensure success by fall 2021.

Action Steps:

- a. Develop a job description for the Outreach Coordinator
- b. Establish guidelines and a follow up structure to ensure regular activity and accountability and also coordinate with parish safety and security programs

5. Facilities SWOT Analysis, Goal Statement and Objectives

STRENGTHS

- Location
- Affluence of Parish

WEAKNESSES

- Deferred Maintenance (\$2.4M)
- Gathering area location
- Lack of a school
- Financial transparency

OPPORTUNITIES

- Downtown Growth (higher % of new arrivals are most likely Catholic)
- Space for more Friars (ultimately, we may establish a Priory or even a place to relocate the Provence headquarters)
- New info on possible purchase of parking lot
- More gathering areas
- Pre-school for members whose children attend non-Catholic schools
- Development of a Master Facilities Plan

THREATS

- Loss of Parking Lot – existential threat for the parish

FACILITIES GOAL STATEMENT:

By the preservation, optimization and expansion of physical assets, promote the Dominican Pillars of Prayer, Study, Preaching and Community and a safe environment to meet the needs of a growing St. Peter's parish.

"Like a wise master builder, I laid a foundation, and another is building upon it." (1 Corinthians 3:10).

OBJECTIVES:

1. Enhance the sound system to improve the quality of our liturgies by fall 2020.
2. Establish a facilities master plan by end of 2020 to address opportunities and issues such as:

Nearer Term

- Acquire nearby property for parking and the Magevny House
- Seek to acquire the two small lots across the street, immediately south of the church front doors. The two parcels presently serve as a park
- New gathering area to encourage more social interaction
- Prioritize deferred maintenance items such as rectory widow repairs
- New entry to a new gathering area and establish new offices and classrooms upstairs
- Acquire the 12' wide alley, east side of SPC and close it. Create a new passageway from Justice center to parking lot

Longer Term

- Acquire the Bail Bond building – North side of SPC
 - Construct a new building which expands our current gathering hall by 100% and add other needed support spaces
 - New priests' residence and relocated staff offices
 - Possible room for more Dominicans/Priory
3. Establish and implement a plan in response to the recent Deferred Maintenance report developed by Robert Hardwick with the Finance Committee and Stewardship Committee by August 2020, to determine how to finance those updates and repairs over the next 3-5 years.
 4. With the Finance and Stewardship Committees, develop a plan by fall of 2020 to fund both through a capital campaigns, the Literary Fund and offertory.
 5. Provide a plan for protection, ADA compliance, life safety and preventative maintenance by winter 2021.

6. Digital Pathway SWOT Analysis, Goal Statement and Objectives

STRENGTHS

- *Fr. Auggie's online updates to Facebook. Familiar friendly face helps keep people feeling more connected to our church community.*
- *Promoting attendance at virtual streaming Masses.*
- *Staff & Clergy response to COVID 19, use of Zoom for virtual gatherings such as:*
 - *Children and teens to connecting and praying together.*
 - *Fr. Ramon's continuing Genesis Scripture Study for adults*
 - *RCIA team for weekly RCIA gatherings.*
 - *Rosary Team's virtual rosaries.*
 - *Parish groups using teleconference and/or Zoom for meetings.*
 - *Young Adult small groups using Google Hangout and/or Zoom to continue meetings.*
- *Christina using Flocknote, YouTube, Facebook and Parish Website to share resources to assist families in their prayer at home.*

WEAKNESSES

- Diocesan PDS system has limited analytical reports and is a difficult system for pulling stewardship analysis data per A&A requests.
- Members have difficulty accessing live stream broadcasts of services from the web site.
- The website needs more timely updates of useful information
- No official contact person for digital questions (for example, whom to contact if the live stream of Mass isn't working)
- Limited resources for parish staff (webcams, quality of equipment, etc.)
- Dependent on factors we sometimes cannot control. (For example, quality of a person's home internet)

OPPORTUNITIES

- COVID 19 may open up more time for member engagement around virtual offerings.
- Cost of technology systems integration continues to decline.
- May be more efficient and economical to consider either engaging a contract service person to provide this expertise, or partner with several parishes for a shared cost part-time staff person.
- Tremendous opportunity for evangelization. RCIA Candidates often tell us that they found our parish by googling our website.
- Sometimes people are open to "visiting" our parish digitally before they are ready to visit in person.
- Parishioners share parish events/moments on Facebook and people who have never been inside our church are able to experience a taste of our parish.
- Possibilities for parishioners to connect virtually when they would normally not be able to due to geography or time constraints. For example, virtual rosary.

THREATS

- With the COVID 19 challenges possible continuing for a long time, churches will have to develop new means of engagement that will be driven by virtual meetings and liturgies or lose members to more tech savvy churches.
- Today members, from across the age spectrum, have higher expectations of the church and other groups they are affiliated with to be more user friendly from a user experience standpoint.
- Difficulty accessing online liturgies live and recorded create frustration and could result in members moving to other parishes with streamline digital content.
- Security threats when using digital media (especially with minors)

DIGITAL PATHWAYS GOAL STATEMENT: Effectively integrate technology into church operations and communications, so that members and staff experience an easier online and telephonic interface with the parish; new and economical communications channels will be established; and more efficient organization and use of data will improve all organizational and stewardship functions

"They went forth and preached everywhere, while the Lord worked with them and confirmed the word through accompanying signs" (Mark 16:20).

OBJECTIVES:

1. Engage the Diocese to learn more about the PDS software capabilities and identify where their system needs to be supplemented by fall of 2020.
2. Determine best method of providing social media, telecommunications and data-based management technical services, either through contract services or organize a consortium of parishes to share in costs of an added staff person with these skills by fall of 2020.
3. Engage or hire the technical expertise needed for organizing and managing the Digital Pathway goal area and related objectives by winter 2020-21.
4. Conduct a staff assessment of user interface SWOTs to help identify areas that need improvement to telephone systems, data management software and the web site and social media by winter 2020-21.
5. Conduct a professional review/system audit of our telecommunications systems, web site functions and data base management software by winter of 2020-21.
6. Working with Communications & Marketing, make sure we are optimizing all social media channels (Facebook, Twitter, Instagram, etc.) by winter of 2020-21
7. Produce unique hashtags to our parish and post with those along with more traditional faith-based hash tags so that our local parish story can be found with area and national faith-based stories by winter 2021.
8. Provide an easy to understand user manual for members to help them navigate the web and other communication channels by winter of 2021

7. Human Resources & Lay Leadership Development SWOT Analysis, Goal Statements and Objectives

STRENGTHS

- The Dominicans, their traditions and unique charism
- Fr. Auggie's pastoral leadership
- Staff's professionalism and dedication in all areas, especially liturgy, faith formation and youth ministries
- Friendliness, numbers and dedication of parishioners and lay leadership
- Martin De Porres Shrine & Institute
- Young Adults group (Diocesan-wide) based at St. Peter's

WEAKNESSES

- Lack of staff to adequately support the variety of ministries (especially Liturgy/Music and Faith Formation)
- Parish committee structures have declined as well as the numbers of engaged parishioners
- Perceived small lay leadership circle – too few people involved
- Lack of integration of three info data bases [faith formation, church office and ledger]
- Pastor's pastoral work overwhelmed by the many aspects of his administrative work

OPPORTUNITIES

- *******Engaging more parishioners*****;**
- Need for a communications staff person to coordinate PR, special events, web site and social media management, Shrine and Institute activities - help get the word out;
- Growing Downtown residential population which probably has a higher percent of Catholics among those relocating to Memphis
- Promoting St. Martin De Porres Shrine and Institute's programs to the parish and the broader community. "This is a gold mine for St. Peter's even though separate."
- Outreach to the growing Hispanic community who may be attracted to the St. Martin Shrine

THREATS

- Many parishioners do not have a sense of ownership
- Many parishioners do not receive training on how to help
- Being a "Weekend Parish" due to broad geographical coverage – distance to church
- Not adequately connecting with new members
- Membership in American churches declining including some at St. Peter's (WSJ article)
- Two other Catholic churches in downtown: St. Mary and St. Patrick

Human Resource & Lay Leadership Development Goal Statements

“The harvest is abundant, but the laborers are few; so ask the master of the harvest to send out laborers for his harvest.” (Matthew 9:37-38).

NOTE: All expanded and new positions are contingent upon the growth of stewardship funding.

A. HUMAN RESOURCES (Staff) GOAL STATEMENT:

Expand our staff to support the parish mission while engaging and supporting our volunteer parishioners and their many talents.

OBJECTIVES:

1. Hire a half-time Liturgy assistant by fall 2020.
2. Expand the Youth Ministry position from 10 hours per week to full-time (**3/4 increase**) by fall 2020.
3. Engage or hire the technical expertise needed for organizing and managing the Digital Pathway goal area and related objectives and review data mgmt. and telephonic needs and analyze data bases by fall 2020.
4. Revisit the effectiveness of the St. Peter phone system with a view to improve phone interchange and coverage by fall 2020.
5. Hire a **half-time** or contract a Communications and Growth (Marketing) Coordinator to develop and implement a comprehensive communications and marketing plan, organize and support a related - Communication/Growth Committee and an In-Reach Committee by winter 2021.
6. Hire a **half-time** Outreach Coordinator to support the Outreach Committee and to develop and implement their goal and objectives by fall 2021.
7. Hire a **full-time** Faith and Formation Assistant by fall 2021.
8. Establish training programs for all staff on the current parish data systems i.e., Church Office, Ledger and Faith Formation by spring 2021.
9. Based on the talent inventory, establish a volunteer program to support office staff by spring of 2021.
10. Initiate a training program on personal/professional growth and evangelization for office staff and parish volunteers by fall 2021.

B. LAY LEADERSHIP INVOLVEMENT GOAL STATEMENT:

Engage and prepare our laity to lead and volunteer more effectively with all parish organizations and ministries.

OBJECTIVES:

1. Work with In-Reach Committee to survey parish members on their talents, gifts, jobs, and interests to connect to various ministries, committees and staff (add to Church Office or other existing data bases that the office staff use) by fall of 2020.
2. Organize the talent inventory and set up paths for volunteer participation/engagement in the church and surrounding downtown area by fall of 2020.
3. Prepare a Lay Involvement Org Chart that shows reporting relationships of all committees and ministries to show authority and accountability by fall of 2020.
4. Set term limits on committees that can be extended for valid reasons by fall of 2020.
5. With In-Reach, develop a mentoring program that pairs new volunteers and new church members with current active committee members and/or staff by fall 2021.
6. Establish a lay leadership training program to empower all volunteers to work more effectively together on behalf of the parish by spring 2021.
7. Develop a Human Resource Committee under the Office Manager's supervision to help Office Manager assess laity info for talents needed on committees by winter 2021.
8. Develop a Resource Network within diocesan and Dominican community that can provide programs on mentoring, evangelization, community engagement and personal growth topics by spring 2021.
9. Evaluate the above on a yearly basis.

8. Communications & Growth SWOT Analysis, Goal Statement and Objectives

STRENGTHS

- Variety of channels to reach parishioners
- -Parishioners are informed via Flocknotes, Bulletins, etc.
- Friendly parishioners & engaging clergy
- Great story & tradition to tell/share

WEAKNESSES

- Insufficient means to encourage feedback from parishioners to share concerns
- Website access/interface needs work
- Communications with those not in the inner circle
- Siloed communications
- Too little information on business and activities
- Not current with means to communicate and market

OPPORTUNITIES

- Getting the word out about St. Peter's and the Dominicans
- Sharing the pride in our history and Dominican traditions
- Communicate to Downtown unchurched Catholic residents, others who are lonely and isolated
- Getting word out about St. Martin's Shrine and Institute
- Outreach to the Hispanic community
- Better use of the church's physical beauty to attract target groups

THREATS

- Need to connect better with new members
- Getting feedback from departing members – retention
- Lack of staff and volunteers to implement communication strategies
- Insufficient engagement and communication with fellow parishioners

COMMUNICATION & GROWTH GOAL STATEMENT:

Better inform our members about the uniqueness of our Dominican parish and ongoing opportunities for them to fully engage in parish life and grow in their faith; thereby, retaining current members and attracting new parishioners

“But how can they call on him in whom they have not believed? And how can they believe in him of whom they have not heard? And how can they hear without someone to preach?” (Romans 10:14).

Objectives:

1. Lead effort to review and refresh the parish mission and vision statements which would underpin all the work of the parish by spring 2020.
2. Establish a formal Communications and Growth Parish Committee by fall of 2020.
3. With In-Reach, develop an accurate parishioner data base by verifying the current number of registered parishioners, culling records of those who have moved on or no longer are members by fall 2020.

Action Steps:

- a. Email request for updates to all parishioners of record
 - b. Follow-up mailing to non-responders
 - c. Follow-up phone calls to mail non-responders by May 2020
 - d. Responsible (Staff: Lori O’Connor Communications & In-Reach)
4. Working with In-Reach, create a Welcome Wagon type package for new members and a base of volunteers to visit new members and engage and acquaint them with St. Peter and its unique offerings, activities, etc. by fall 2020.
 5. Develop a job description for either a **part-time or full-time Director of Communications and Growth (Marketing)** to be hired as soon as enhanced stewardship offertory giving allows. Centralize all communications functions under the direction of the Director of Communications and Growth by fall 2020.
 6. Work with Stewardship and Finance Group, to set an optimal parish growth goal for the plan that will generate sufficient time, talent and treasure to keep St. Peter Church financially viable by June 2020.
 7. Develop a comprehensive communication and growth plan that will provide stronger communication channels to internal audiences and external audiences by winter 2021.

Target audiences will include

- Downtown Catholics and unchurched individuals
- Current parishioners,
- Catholics from the broader Diocese of Memphis,
- Friends of St. Peter's,
- Unchurched people and fellow Christians
- Downtown residents, businesses, community groups and
- The Downtown Clergy Association

Action Steps:

- a. Identify benchmark churches who are using best practices in communications
 - b. Identify and evaluate all current channels of communications to improve their effectiveness and efficiency including:
 - Website
 - Flocknote & general emails
 - Bulletin
 - Snail mail
 - St. Martin De Porres Newsletter
 - Pulpit
 - Parish Gatherings (at St Peters, in our homes and throughout the community)
 - Social Media (Facebook, Twitter, Instagram)Complete by winter 2021 - Responsible: Lori O'Connor a Communication & Growth Group
 - c. Retain effective channels of communication, update others and implement new ones, establishing benchmarking for continual improvements.
 - d. Establish schedules, goals, objectives and strategies for each communication channel.
Complete by: winter 2021 - Responsible: Lori O'Connor a Communication & Growth Group
8. Assume the responsibility of working closely with all other committees to assist them in getting the word out about their objectives, their progress and their successes. On-going
 9. Strengthen our communications with Downtown residents and the broader community about the special experience of the Catholic faith provided by the Dominicans at St. Peter Church. On-going
 10. Raise awareness of St. Peter as the only Dominican parish in the region by telling its unique story while also promoting the programs of the St. Martin De Porres Shrine and Institute. On-going

9. Stewardship & Finance SWOT Analysis, Goal Statement and Objectives

STRENGTHS

- Dedicated and loyal core of parishioners, uniquely skilled and diverse, many with a long history of support
- Weekly Mass attendance
- Strong Leadership from the pulpit
- Good core of major contributors
- Physical presence of the building attracts capital gifts, well maintained

WEAKNESSES

- Stewardship program was skipped in 2018 and only partially implemented in 2019 – inconsistent asking for gifts of time, talent and treasure
- Don't have accurate number of parishioners
- Some of our member information is out of date
- Challenging software for producing stewardship analysis information

OPPORTUNITIES

- Influx of spiritually mature Young Adults – Only Diocesan program based at St. Peter Church
- Great potential to grow parish by engaging growing downtown residents
- Strong programs and vision to enhance them
- Haven't had stewardship or capital campaigns recently

THREATS

- Near term the economy and the Coronavirus
- Decline in membership among all mainline denominations
- Diocesan asks for added money when St. Peter's doesn't benefit with capital funds from the Diocese

STEWARDSHIP & FINANCE GOAL STATEMENT:

Educate and inspire parishioners to embrace stewardship and the Biblical concept of tithing; which will provide abundant funding for St. Peter Church to have the necessary resources to grow and enhance our parishioners' experience of the faith.

"As each one has received a gift, use it to serve one another as good stewards of God's varied grace" (1 Peter 4:10).

OBJECTIVES:

1. Develop a three-year budget projection with appropriate cost increases that reflect added positions that are contingent upon successful stewardship giving increases and related added operating costs by spring 2020.
2. Establish and implement an annual stewardship program of time, talent and treasure by fall of 2020.
3. Encourage new methods to encourage increased giving (giving from parishioners 70 ½ years of age or older, from IRA required minimum distributions and other planned giving means that apply to persons of all ages by fall 2020.
4. Educate our parishioners about church finances (revenue & spending) by fall 2020, then On-Going.
5. Provide estate planning to encourage bequests to the Literary Fund. On-Going
6. Increase proportion making stewardship pledges with a goal of
 - 40% of parishioners pledging by end of 2021
 - 50% of parishioners pledging by end of 2022
 - 60% Of parishioners pledging by end of 2023
7. Increase anticipated fiscal '20 offertory giving of \$762,700 to amounts projected in the three-year proforma for each of the following three fiscal periods by fall 2020 & On-Going.
8. Encourage more families to take advantage of online automatic giving methods increasing those opting from 60 to 120 over the next three years.
9. Raise Literary funds for priority nearby property acquisitions – amount TBD – beginning spring 2020.
10. Begin preliminary plans for a capital campaign as early as 2021 or 2022 to fund major facility improvements within the new facilities master plan.