

Strategic Plan - Goals / 2016 – 2018

Ss Peter & Paul Jesuit Church / Detroit, MI



I. LITURGY	VISION: Shaped by its Jesuit tradition, liturgy at SsP&P shall provide an experience of Christ present in the community with the power to engage and transform the people and cultures in the heart of Detroit.			
GOALS				
1.1	The fundamental elements of the liturgy shall be strategically chosen, dramatically presented with dignity and clarity and powerfully experienced with the “full, active, and conscious participation” of the congregation (Vatican II, <i>Constitution on the Sacred Liturgy</i> , 14).			
1.2	Drawn to SsP&P by the beauty of its church, the strength of its mission, the power of the preaching and the impact of the liturgy, parishioners and visitors strive to become disciples and coworkers, alongside public and private leadership, in the redevelopment of the city.			
1.3	All facets of Liturgy – music, ritual actions, spoken and visual communication – shall endeavor to address a population that is dedicated to the cultural, educational, and economic future of the city.			
1.4	Visitors shall be welcomed, have questions answered, be given materials for the service of the day and invited to join and engage in fellowship and other ministries of the Parish.			
1.5	The beauty and history of the church building shall be enhanced, respected and used to its fullest to draw people into worship, fellowship and discipleship, sharing the treasure of Jesuit spiritual leadership			
STRATEGIES		2016	2017	2018+
1	Develop a 3-year Worship and Music Plan (2016-2018) – by Sept 2016			
2	Fund a 3-year Worship and Music Plan (2016-2018) – complete in 2018	✓	✓	
3	Conduct search for and hire Director of Music and Liturgy – by Easter 2016	✓		
4	Recruit and train volunteers for both existing and new ministries at least once each year – begin Sept 2016			
5	Develop clear, well written admin. practices for Liturgy Committee and Liturgical Ministries – by Sept 2016			
6	Establish and train an Altar Care Committee – by Sept 2016			
7	Procure new altar linens and vestments – by Dec 2016			
8	Implement an annual plan for communal celebration of Reconciliation and Anointing the Sick – by Dec 2016			
9	Develop choirs and music ensembles to support congregational participation – ongoing, begin Sept 2016			
10	Collaborate with Building & Grounds Committee to enhance church environment and décor for the liturgy and its seasonal cycles – ongoing, begin Sept 2017			
11	Assess weekday liturgy needs and patterns: number and times of masses – by Jan 2017			
12	Assess weekend liturgy needs and patterns: number and times of masses – by Dec 2017			
13	Use digital and print media to promote parish liturgies – by Lent 2017			

II. COMMUNITY GROWTH	VISION: To be widely recognized in the greater Detroit area, SSPP will be a place where people are invited and welcomed, in the Jesuit tradition, to grow in spirituality; and a community of involved people, dedicated to building and promoting their urban church and the city.		
GOALS			
2.1	Promote and increase membership, including participation and financial support to achieve the Parish Mission utilizing a comprehensive Marketing Plan.		
2.2	Improve the technological systems necessary to support the Marketing Plan, facilitate and broaden connections among the staff and faith community and expand the church’s reach.		
2.3	Introduce the parish to new residents living downtown, midtown and the east riverfront.		
2.4	Develop and implement spiritual, formational and service programming tailored to young adults		

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2.5	Offer a variety of spiritual growth opportunities and choices that will appeal to a broad population- in prayer, education, spiritual activities and retreats, with both general and Jesuit-specific themes.			
2.6	Offer opportunities for parishioners and the community to feel welcomed, where relationships can grow and be nurtured.			
STRATEGIES		2016	2017	2018+
1	Develop communications and marketing			
1a	<ul style="list-style-type: none"> Engage the professional services necessary to develop Parish brand – logo, website, signage, image, message and marketing strategies including use of social media – by July 2016 			
1b	<ul style="list-style-type: none"> Transition to electronic distribution of bulletin and calendar of events – by Jan 2017 			
1c	<ul style="list-style-type: none"> Explore use of professional marketing to promote SSPP and its growth strategies – by Jan 2017 			
1d	<ul style="list-style-type: none"> Implement regular schedule of communications using various forms of digital media – by Lent 2017 			
1e	<ul style="list-style-type: none"> Explore use of digital media for parishioner input and feedback, facilities use scheduling – by Sept 2017 			
2	Engage and organize parishioner volunteers for			
2a	<ul style="list-style-type: none"> Welcome-Basket Committee to contact new area residents – by Sept 2016 			
2b	<ul style="list-style-type: none"> Pastoral Care Committee to visit sick, receive prayer requests, follow-up absent members – by Sept 2016 			
2c	<ul style="list-style-type: none"> Follow-up and support ministries for newly married, bereaved, aging seniors – future 			
3	Continue and expand hospitality services for parish gatherings, including some that combine all three weekend congregations (Hospitality Committee) – ongoing, begin June 2016			
4	Develop and implement young adult programming to include:			
4a	<ul style="list-style-type: none"> Regular community service opportunities in Pope Francis Center and elsewhere – by Dec 2016 			
4b	<ul style="list-style-type: none"> Contemplative Leaders in Action (Jesuit-designed young adult leadership development), with part-time Program Director funded by Jesuit Province – go/no-go decision by June 2016; begin Sept 2016 			
4c	<ul style="list-style-type: none"> Continue and expand regular social gatherings – by Dec 2016 			
4d	<ul style="list-style-type: none"> Actively recruit young adults for liturgical ministries and music ensembles – ongoing, begin July 2016 			
4e	<ul style="list-style-type: none"> Develop spirituality programming and interfaith programming for young adults – future 			
5	Use church building for public concerts, performances, lectures and other appropriate public events – future			
6	Develop education and faith-formation strategies – future			
6a	<ul style="list-style-type: none"> Maintain engagement with downtown Catholic school feasibility study – ongoing 			
6b	<ul style="list-style-type: none"> Develop adult faith formation and Ignatian spirituality programming (see also CLA at 4b above) 			
6c	<ul style="list-style-type: none"> Develop programming for children and teens as need emerges 			
7	Explore growth strategies as proposed in parish surveys – future			
7a	<ul style="list-style-type: none"> Outreach to target groups; eg, retiring boomers, aging seniors, inactive Catholics 			
7b	<ul style="list-style-type: none"> Develop Rivertown and surrounding neighborhood relationships 			
7c	<ul style="list-style-type: none"> Develop UDM Law School relationships 			
7d	<ul style="list-style-type: none"> Develop events for external groups (Catholic Lawyers, K of C, etc.) 			
7e	<ul style="list-style-type: none"> Outreach to and develop programming for downtown business community 			
7f	<ul style="list-style-type: none"> Promote engagement of downtown visitors and tourists (sports events, casinos, hotels) 			

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III. FINANCE		VISION: SSPP shall achieve financial security and become a self-sustaining parish to better serve its community.		
GOALS				
3.1	Develop and implement Financial Plans that support parish development and growth			
3.2	Ensure transparent financial reporting and communication of financial matters.			
3.3	Establish communications plan to cultivate stewardship and seek financial support among parishioners and benefactors			
3.4	Assure appropriate institutional and financial support from both the Archdiocese of Detroit and Jesuit Province			
STRATEGIES		2016	2017	2018+
1	Establish a Finance Council, its officers, and define its relationship to Parish Pastoral Council – by June 2016	✓		
2	Prepare and approve annual budget, aligned with Strategic Plan and Priorities – ongoing, by May of each year	✓		
3	Develop coordinated approach to annual parish appeals and CSA, in harmony with Pope Francis Center appeals – ongoing, begin May 2016	✓		
4	Improve financial infrastructure by transitioning to new donor/parishioner database – by Aug 2016			
5	Transition to new bookkeeping and improve reporting – by Sept 2016			
6	Monitor actual performance to budget quarterly – begin by Sept 2016			
7	Develop a “Sustaining Agreement” that clarifies and strengthens the parish financial relationship with the Jesuit Province and the Archdiocese – by Jan 2017			
8	Develop a “Memo of Understanding” with the Pope Francis Center that clarifies and strengthens our mutual relationship as it moves to independent 501(c)(3) status – by Jan 2017			
9	Develop a comprehensive plan for parish financial stewardship communications, including regular financial reports and requests regarding offertory giving, annual appeals, and CSA campaign – by Jan 2017			
10	Develop financial plans to support parish development and growth, including increased offertory giving, fundraising projects, other new revenue streams, and advancement needs and personnel – begin Jan 2017			
11	Develop and maintain an ongoing 3-5 year budget projection annually – by May 2017			
12	Assess need and capacity for Advancement efforts, professional staff and services, to support long-term needs and capital projects – by Jan 2018:			
	<ul style="list-style-type: none"> Professional Marketing (Goals 2.1, 2.2) 			
	<ul style="list-style-type: none"> Exterior Signage (Goals 2.1, 4.2) 			
	<ul style="list-style-type: none"> Hiring Young Adult and/or Faith Formation staff minister (Goals 2.4, 2.5) 			
	<ul style="list-style-type: none"> Painting church interior and related improvements (Goals D.1, D.2) 			
	<ul style="list-style-type: none"> Replace/repair windows and stained glass (Goals D.1, D.2) 			

IV. BUILDING AND GROUNDS		VISION: SSPP shall maintain its historically significant building and grounds and provide a physical environment that is comfortable and inviting.		
GOALS				
4.1	Budget and implement ongoing repair and maintenance of Parish facilities			
4.2	Plan, budget and implement a welcoming and beautiful environment including the courtyard and interior/exterior of the church			

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4.3	Catalog, conserve, and display the church's art and historical artifacts			
4.4	Coordinate with the Liturgy Committee to provide enhancements to the church environment throughout the liturgical seasons			
STRATEGIES		2016	2017	2018
1	Engage parish volunteers and supporters in planting and maintaining the courtyard – annually, begin June 16	✓		
2	Identify and complete maintenance projects that can be done by parish volunteers – annually, begin Sept 2016			
3	Identify and complete maintenance projects that must be done by professional contractors—annually, begin Sept 16			
4	Conduct review of Parish Master Plan, and update and revise as appropriate – annually, begin Dec 2016			
5	Develop and implement schedule for annual physical plant assessment, inspections, and maintenance –by Dec 2016			
6	Catalog, conserve, and display the church's art and historical artifacts – begin Jan 2017			
7	Collaborate on environment enhancements for the liturgy and its seasonal cycles – ongoing, begin Sept 2017			

V. OUTREACH AND SERVICE		VISION: TBD		
GOALS				
5.1	TBD			
		2016	2017	2018
1	Assess current Alms Committee and develop (or wind down) as needed – by Sept 2016	✓		
2	Develop new parish relationship with and engagement in Pope Francis Center: see III.8 – by Jan 2017 & ongoing			
3	Support and promote engagement of young adults in community service: see II.4a, 4b – by Jan 2017 & ongoing			
4	Assess needs among both parish membership and beyond; plan and implement parish responses - future			

VI. PARISH PLANNING		VISION: SSPP will be a mission-focused parish, striving continuously for improvement and growth in its capacity to proclaim and live the Gospel		
GOALS				
6.1	Parish Pastoral Council supports the pastoral staff in forming and pursuing a pastoral vision and plan that addresses the fulfillment of the parish mission			
6.2	Parishioner leadership fosters the spiritual growth and development of the parish by inviting and engaging all people to a full and active life of faith			
STRATEGIES		2016	2017	2018+
1	Communicate the strategic plan and progress to parishioners, friends and benefactors – ongoing, begin June 2016			
2	Assess roles, functioning, and relations with parishioners of the professional staff and volunteer leadership, in light of Strategic Plan and suggest changes as needed – annually, begin May 2016			
3	Recruit & organize parish volunteers, matching talents and interests with parish needs – ongoing, begin Oct 2016			
4	Establish committees and working groups to accomplish the Strategic Plan – ongoing, begin Oct 2016			
5	Develop Advancement efforts (see details at III.10, 12) – in 2017			
6	Periodically (at least annually) review the Strategic Plan metrics and update Plan accordingly – begin Spring 2017			