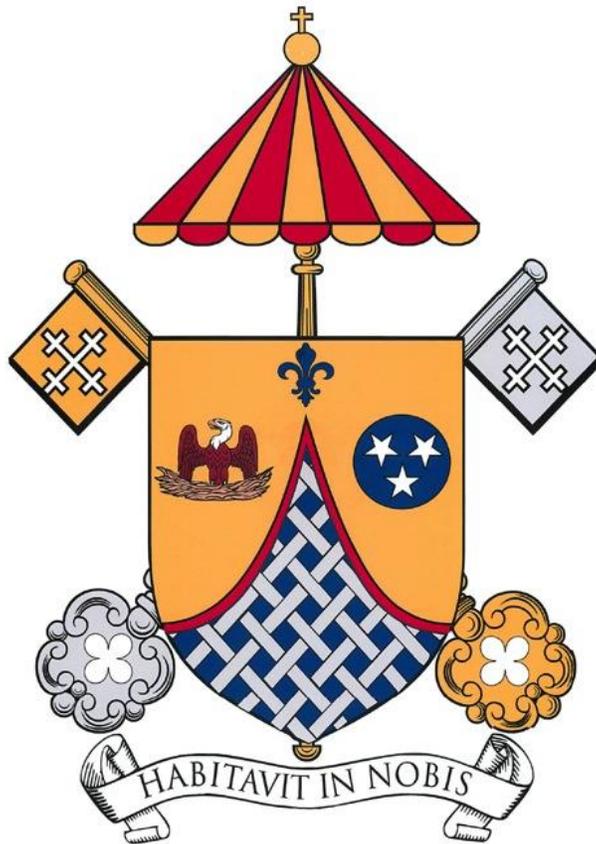


The Basilica of Saints Peter and Paul



2018 Strategic Plan

November 29, 2018

Introduction

The Basilica of Saints Peter and Paul is a thriving Catholic parish located in downtown Chattanooga. The parish employs sound management practices, good leadership, fiscal responsibility, and a dedicated group of lay leadership and volunteers to serve the needs of the parish. The continuous growth in attendance, registered families, and stewardship giving are fundamental to the continued success and vitality of the parish. The Basilica parish enjoys growth and sustainability even without a residential area to keep it filled; rather, the church is a parish of choice that draws people from all over the greater Chattanooga area.

In a culture of extreme division driven by partisanship and fear of others, the Basilica is an example of unity in the Chattanooga community. Boasting more than 1,200 people a week at the weekend Masses, the “typical” attendee is anything but. Various ethnicities, cultures, socioeconomic groups, and cultural and demographic sub-populations fill the building each week. Polylingual priests and deacons assigned to the Basilica encourage an environment of inclusivity. The diversity of people who call the Basilica their church home is a small representation of the diversity of the Kingdom of God and the fullness of the worldwide Catholic Church.

Like any organization, though, the Basilica does not operate in a vacuum. It is influenced both internally by its leadership and parishioners, as well as externally by the community and culture. To address the needs of the parish, the Basilica embarked on the arduous task of reviewing its internal strengths and weaknesses and investigating the opportunities and threats that exist outside of the parish. The leadership considered the core beliefs that unite the parish and considered what then the Basilica does as a result of those beliefs. The group then asked what the outcome would be from putting into practice all of those beliefs.

The planning team was charged with identifying the foundational principles that define the work of the Basilica, articulating what the Basilica does, and the process to realize the fruit of that labor over the next three to five years. With the belief that the Basilica will remain the “Mother Church” for the Chattanooga area, the planning sessions realized that the future of the Basilica requires strategic investment in continuing to grow the attendance of people and participation in the day to day work of the parish; actively working to create name recognition in the community for the Basilica as a Catholic Church, a historical site, an apostolate of beauty, and a place of rich Catholic tradition; and finally to preserve and restore the Basilica’s aged buildings.

Process and Methodology

Developing the strategic plan for the Basilica involved a two-part approach. First, the facilitator conducted community and consumer interviews. These interviews involved people from the community who are not associated with the Basilica as well as clergy, lay leaders, and parishioners of the Basilica. The intent of these interviews was to gain an understanding of the community's awareness and perception of the Basilica, discover the perceived strengths and weaknesses of the Basilica's services, and build a profile of the Basilica for the planning group to consider as they look to the future.

Some of the people involved in the interviews included:

- Vivian Lozano – La Paz
- Patrick Miles - La Paz
- Adam Whitescarver - Chattanooga House of Prayer
- Matt Busby - The Camp House/The Mission Chattanooga
- Chuck Fleischmann - US House of Representatives TN 3rd District
- Debra Cliche – Youth Director Basilica of Saints Peter and Paul
- Hicks Armor – Deacon Basilica of Saints Peter and Paul
- Tom McConnell – Deacon Basilica of Saints Peter and Paul
- Becky Dempsey – Parish Secretary Basilica of Saints Peter and Paul
- Marina Delaney – Office Manager Basilica of Saints Peter and Paul
- Maria Rist – Director of Sacred Music Basilica of Saints Peter and Paul
- Ron Lautigar – Facilities Engineer Basilica of Saints Peter and Paul
- Sr. Imelda Quechol, MAG – Religious Sister and Leader of Hispanic Community Basilica of Saints Peter and Paul
- Bert Shramko
- Jim Reynolds
- Mary Cooper
- Joe Pricer – Chair Parish Pastoral Council Basilica of Saints Peter and Paul
- Laurel Hoover
- Marvin Scott – Security Team Leader Basilica of Saints Peter and Paul
- Rich and Denise Kerns
- Satoko Thel
- Todd and Renee Kyle
- Corrine Henderson – Finance Council Chair Basilica of Saints Peter and Paul

The second stage in the planning process involved working sessions with the planning team. The working session was comprised of a diverse group of people including clergy, lay leaders, and regular parishioners. It is important to note that the planning team committed 16 hours of time over two Saturdays. The planning team certainly deserves recognition for their commitment to the Basilica and the sacrifice of their time to this endeavor. The planning team was comprised of:

Father David Carter	Angela Niemeyer
Father Colin Blatchford	Joe Pricer
Deacon Hicks Armor	Maria Rist
Sister Imelda Quechol, MAG	Ron Lautigar
Guadalupe Morales	Shirley Lautigar
Michael Stradley	Mitchelle Beene
Danielle Stradley	Terry Jones
David Pennebaker	

Session One: During the first session, the group was asked to consider what foundational beliefs propelled the work of the Basilica. The group was asked to write out several “We Believe” statements that would lay the foundation for the remainder of the planning sessions. Next, they were asked to talk about the work of the Basilica in terms of what it does as an organization. The formula for brainstorming this information was based around the statements “we do this” “for these” “so that.” Finally, the group imagined that they were guaranteed success executing the previous statements surrounding what the organization does and were asked to describe what the end result was of those endeavors.

Session Two: In the second session, the working group reviewed their progress from the first session. The “We Believe” statements were organized into the Guiding Principles of the organization. The statements defining what the Basilica does were articulated in a clear and concise mission statement. The fulfillment of that mission statement was expressed in the accepted vision statement. The remainder of the session evaluated the internal strengths and weaknesses of the parish and considered the opportunities and threats provided by the community and outside influencers. In order to use the strengths to take advantage of the opportunities and minimize the threats, and so to take advantages of opportunities that would improve weaknesses and diminish the power of the threats, the working

session devised three strategic objectives to prioritize decision making for the future of the Basilica.

Future Work: With the development of a clear set of guiding principles, a strong mission statement, a noteworthy vision, an understanding of the organization's strengths and weaknesses, outside opportunities and threats, and three clear strategic objectives, the planning session, with guidance from the presiding priest, recommended that the action items and goals to achieve the strategic priorities would be conceived and implemented through the Parish Pastoral Council.

Strategic Plan

Guiding Principles

- All People need to be reconciled to God; our tradition is rooted in God's gift of His Son to the world to accomplish that reconciliation.
- The Catholic Church exercises this ministry of reconciliation through the celebration of the sacraments, especially the Eucharist, the source and summit of our faith.
- We believe that the Truth, Beauty, and Goodness of the traditional liturgical expressions and practices handed down to us by the universal church naturally lead people to these sacraments and thereby reconciliation with God through Jesus Christ.
- The work of our parish follows in the footsteps of the apostles, doing on a local level what is morally and objectively good for all humanity.
- Coming from diverse languages and backgrounds, united by our Roman (Latin) Rite heritage, we are called to be one community of faith grounded in the Eucharist.
- As a parish enjoying the title of 'Minor Basilica,' we accept the gift of the sacred art and architecture of our parish church. We acknowledge the responsibility to steward these gifts and share them with the greater Chattanooga community as an apostolate of beauty.

Mission Statement

The Basilica of Saints Peter and Paul in Chattanooga, Tennessee, exists to proclaim Jesus Christ, the font of all Truth, Beauty, and Goodness, and we continue His mission to form disciples from all peoples according to the tradition and patrimony of the Catholic Church.

Vision Statement

The Basilica of Saints Peter and Paul will be a parish of actively engaged, invested, and committed followers of Christ living the fullness of the Catholic Faith.

SWOT Analysis

Strengths:

- Resourcing and Financial Aid
- Beautiful Building / Infrastructure
- Leadership
- History / Presence
- Sacraments / Mass Availability
- No Debt
- Religious Education
- Diversity of People and Programs
- Grounded in Authority, Tradition, and History

Weaknesses:

- Aging and Landlocked Campus
- Problems with Community Cohesion
- Lack of Awareness of the Basilica's Presence / Presentation of a Closed Church
- Image – Prejudged for Being Traditional

Opportunities:

- Influx of People to Region
- Vibrant Downtown
- Number of Events in Area
- Technology in Gig City
- Reduction in Protestant Animosity and Renewed Partners

Threats:

- Access to Basilica – Traffic, Parking Fears
- Reputation of the Catholic Church (Abuse Crisis)
- Participation at Basilica – Breakdown in Christian Culture in General
- Political Divisiveness / Immigration Concerns
- Influencer Priorities

Strategic Priorities

1. Growth in Attendance and Participation

2. Facility Preservation

3. Active Marketing

- a. Action Step: The Parish Pastoral Council will establish a Marketing Committee to develop and execute a plan to create name awareness for the Basilica.

Conclusion

The Basilica of Saints Peter and Paul has the foundation for a great strategy to lead them into the next few years. The Parish Pastoral Council should take ownership of the plan and, in collaboration with the pastor and the parish staff, will prioritize setting goals that use specific language. These goals should include measurable outcomes to benchmark progress and success, clear and firm deadlines for progress and completion, and be realistic within the scope of human, financial, and material resources. The goals should be agreed upon by the council to create buy-in by everyone. The goals should outline who is responsible for seeing them through, what time, material, personnel, and financial resources are necessary to accomplish them, and what success looks like for each goal. Each goal should achieve growth in attendance or participation, facility preservation, or active marketing. These

goals are subject to change and adjustment, at least yearly, upon reflection upon the benchmarks established above.