



HOLY TRINITY CATHOLIC CHURCH

STRATEGIC PLANNING FOR OUR FUTURE

2024-2027



HOLY TRINITY CATHOLIC CHURCH

COMMITTEE MEMBERS

- Fr Kevin Gillespie, Pastor
- Fr Bill Kelley, Associate Pastor
- Katy Dunn Williams, Principal, Holy Trinity School
- Chris Gaston, President of the Home-School Association
- Maury Devine, Pastor's Advisory Committee
- Dan Kerns, Pastor's Advisory Committee
- John Byrnes, Pastor's Advisory Committee
- Matthew Shank, Finance and Development Committees
- Clarion Johnson, Knights of Malta
- Brian Flanagan, Theologian, LGBTQIA+ Ministry, Liturgy
- Gail Louis, Parish Council
- Steve Aubin, Development Committee
- Stephanie Fiesta, Finance Committee
- Catherine Heinhold, Ignatian Spirituality



HOLY TRINITY CATHOLIC CHURCH

THE STRATEGIC PLANNING PROCESS AND BEYOND

- Research Phase
 - Focus Groups
 - Parish Survey
 - SWOT Analysis
- Strategic Plan Development
- Finalize Strategic Plan
- Brief Key Constituencies -- *HT Staff, Parish Council and Committees, All Parishioners*
- Develop Operational/Work Plans
- Implementation



HOLY TRINITY CATHOLIC CHURCH

STRATEGIC PLANNING APPROACH





HOLY TRINITY CATHOLIC CHURCH

KEY SURVEY RESEARCH FINDINGS

The results of this comprehensive survey of Holy Trinity members coalesce into six major themes:

1. **The centrality of the worship experience**, with strong satisfaction with the Mass and Liturgies today, and a healthy desire by many to support the ministries of worship.
2. **A strong focus on social justice**, which emerged as the leading area of personal interest by members, and their top three-to-five-year priority for the Parish.
3. **The importance of building connections** and a stronger sense of community within the Parish, which recurred perhaps more than any other issue, particularly among younger and newer members, and those who do not feel strongly connected to Holy Trinity today.



HOLY TRINITY CATHOLIC CHURCH

KEY SURVEY RESEARCH FINDINGS

The results of this comprehensive survey of Holy Trinity members coalesce into six major themes:

- 4. The priority of engaging youth and embracing diversity**, which seems to be reflected both in a concern about the aging of the congregation, as well as a spiritual imperative to reach out and welcome more diverse members of the community.
- 5. A focus on the role of women within the church**, which is one of the highest three-to-five-year priorities for the Parish, and which is advanced almost as much by men at Holy Trinity as by women.
- 6. A hunger for spiritual growth and education**, reflected in expressed interest in spiritual ministries and parishioners' own spiritual development.



HOLY TRINITY CATHOLIC CHURCH

SWOT HIGHLIGHTS - STRENGTHS

- Cutting edge, progressive, innovative, inclusive and very strong sense of community (rated the 2nd most positive aspect of Holy Trinity experience)
- Focus on Ignatian spirituality and sponsored by the Jesuits and the four core principles of missionary outreach, social ministry, collaboration in mission, and a practical spirituality through the Spiritual Exercises and Discernment
- Long history of the parish founded in 1791
- Location in the vibrant Georgetown area with ease of access from Northern Virginia and opportunities to partner with Georgetown University
- Current Holy Trinity staff are committed to the mission, passionate, and engaged
- Importance Holy Trinity places on the role of women in the church; women that serve as volunteers and paid staff
- Parishioners are active, talented, educated and engaged
- A highly-respected and successful Blue-Ribbon Pre-K through 8th Grade school



HOLY TRINITY CATHOLIC CHURCH

SWOT HIGHLIGHTS - WEAKNESSES

- Location/parking/construction, etc.
- Diversity lacking in parishioners (cited as the second most pressing need of HT)
- Engagement with the neighborhood could be greater
- Web site needs refresh (only 25% thought it was a very effective means of communication)
- Communication/Marketing (internal and external)
- Need stronger culture of welcoming/hospitality
- Aging congregation and more needs to be done for the elderly (cited by 81% as very high or highest priority)
- Not enough focus on the environment (cited by 45% as very high or highest priority)
- Limited ability to be nimble and respond quickly to changes in the Holy Trinity community and beyond



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SWOT HIGHLIGHTS - OPPORTUNITIES

- Using technology to improve all aspects of the Holy Trinity experience
- Further involving Georgetown University campus community in Holy Trinity and HT in the campus activities
- Creating more partnerships in community/nationally/globally. More specifically, fully engaging and developing a stronger partnership with the Archdiocese of Washington
- Positioning Holy Trinity and ministry in concert with Pope Francis and the strategic initiatives of the broader Jesuit order
- Planned giving on the rise as population ages and moves into retirement
- Holy Trinity open to all – how to capitalize on the growing role of women in the church and the LGBTQ+ community
- Expanding our engagement with the young adult community



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SWOT HIGHLIGHTS - THREATS

- Demographic shifts and aging population of parishioners
- Social trends away from organized religion
- Recent issues within the Catholic Church and movement away from certain policies of the Church
- Impact of brand of the Catholic Church on Holy Trinity
- Aging Jesuit community
- New technologies may replace strong and important traditions



HOLY TRINITY CATHOLIC CHURCH

EXISTING MISSION

We are a Jesuit parish that welcomes all to:

- **Accompany One Another in Christ** - We make God's accompaniment of the world in Christ present through our accompaniment of each other. Walking together on the way of discipleship is a way of connecting faith and life experience, love of God and love of neighbor. Pope Francis calls us to an "art of accompaniment which teaches us to remove our sandals before the sacred ground of the other."
- **Celebrate God's Love** – The liturgy and the sacraments are essential to the life of Holy Trinity. Love of God opens us to hope and to the final horizon of our pilgrimage and nourishes us to better love our neighbors. In this way our labors and failures find meaning, recognizing that everything we have is from God to be given back in accordance with God's will.
- **Transform Lives** - Our many and diverse parish programs and ministries serve to touch and transform the lives of our parishioners and those whom we are called to serve. Guided by the Holy Spirit, in our love of God and love of neighbor, we work together to better be "a living witness to truth and freedom, to peace and justice, that all people may be raised up to a new hope."

One Early Initiative of Committee Was to Add Context to our Existing Mission Statement



HOLY TRINITY CATHOLIC CHURCH

UNIVERSAL APOSTOLIC PREFERENCES/OUR VALUES

- **Showing the way to God** - Show the way to God through the Spiritual Exercises and discernment
- **Walking with the Excluded** - Walk with the poor, the outcasts of the world, those whose dignity has been violated, in a mission of reconciliation and justice
- **Journeying with Youth** - Accompany young people in the creation of a hope-filled future
- **Caring for our Common Home** - Collaborate, with Gospel depth, for the protection and renewal of God's Creation



HOLY TRINITY CATHOLIC CHURCH

CREATE A VISION

Inspired by our Catholic tradition and Ignatian spirituality, and empowered by our laity, Holy Trinity will be an innovative, forward-thinking, globally aware parish for all who wish to worship, learn and serve.

The Creation of a Vision Statement Provided a Sense of Direction and Aspiration



HOLY TRINITY CATHOLIC CHURCH

DEVELOP OUR KEY OBJECTIVES

- Continue to strengthen and act on our Ignatian spirituality
- Seek resources and talent to support our ministries and outreach
- Welcome all to worship and be part of our faith community



HOLY TRINITY CATHOLIC CHURCH

DEFINE OUR STRATEGIC PILLARS

- Our Jesuit School
- Liturgy and Sacraments
- Ignatian Spirituality and Faith Formation
- Social Justice and Outreach
- Parish Life



HOLY TRINITY CATHOLIC CHURCH

GOALS TO SUPPORT PILLARS: OUR JESUIT SCHOOL

- Continue to prioritize the Jesuit values of reflection, spirituality, intellect, and growth
- Increase the school's endowment to ensure long-term financial strength, future programming, and increased financial aid
- Continually assess compensation and benefits of faculty to support retention and to attract highly qualified candidates
- Continue to implement and update best practices for school safety and security



HOLY TRINITY CATHOLIC CHURCH

GOALS TO SUPPORT PILLARS: LITURGY & SACRAMENTS

- Create a welcoming environment that focuses on all parishioners and visitors, including the underrepresented and marginalized
- Assess our liturgies to determine the best way to enable access for all those coming to worship, from children through young adults and seniors
- Continue to evolve our liturgies by incorporating reflections on the Word from the laity, providing music that facilitates prayer through song across multiple masses and constituencies, and by optimizing our worship space



HOLY TRINITY CATHOLIC CHURCH

GOALS TO SUPPORT PILLARS: IGNATIAN SPIRITUALITY & FAITH FORMATION

- Widen and deepen our focus on Ignatian Spirituality as a charism of the parish
- Expand outreach to adolescents and young adults to empower them to contribute to the Church by living out their Ignatian spirituality in word and deed
- Optimize use of Holy Trinity spaces and technology to reach a larger audience of parishioners and to increase accessibility to our spiritual formation programs



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GOALS TO SUPPORT PILLARS: SOCIAL JUSTICE & OUTREACH

- Using the principles of Ignatian spirituality, develop and implement Social Justice programs aligned with the Universal Apostolic Preferences
- Collaborate across other Holy Trinity ministries to increase participation and leverage the diverse talent and resources in the parish
- Partner with external organizations to leverage resources and address the most pressing needs in our local community



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GOALS TO SUPPORT PILLARS: PARISH LIFE

- Continue to expand on our efforts to be a welcoming community (e.g., orientations, hospitality, programming for new parishioners)
- Review and update programs and activities to ensure current relevancy and effectiveness
- Expand outreach within the parish, especially to historically marginalized and underrepresented groups (e.g., from homebound to YACs to seniors, LGBTQ+ among others)



HOLY TRINITY CATHOLIC CHURCH

KEY ELEMENTS OF OUR STRATEGIC PLAN

VISION

Inspired by our Catholic tradition and Ignatian spirituality, and empowered by our laity, Holy Trinity will be an innovative, forward-thinking, globally aware parish for all who wish to worship, learn and serve.

MISSION

WE ARE A JESUIT CATHOLIC PARISH THAT WELCOMES ALL TO:

- ACCOMPANY ONE ANOTHER IN CHRIST
- CELEBRATE GOD'S LOVE
- TRANSFORM LIVES

KEY OBJECTIVES

- CONTINUE TO STRENGTHEN AND ACT ON OUR IGNATIAN SPIRITUALITY
- SEEK RESOURCES AND TALENT TO SUPPORT OUR MINISTRIES AND OUTREACH
- WELCOME ALL TO WORSHIP
- FIVE STRATEGIC PILLARS OF OUR FAITH COMMUNITY
 - OUR JESUIT SCHOOL
 - LITURGY AND SACRAMENTS
 - IGNATIAN SPIRITUALITY AND FAITH FORMATION
 - SOCIAL JUSTICE AND OUTREACH



HOLY TRINITY CATHOLIC CHURCH

NEXT STEPS

- Development of Operational/Work Plans (actions to achieve goals; timelines; costs; metrics) – In Process
- Conduct Planning/Feasibility Study to determine where we might need additional resources to support strategic plan initiatives – In Process
- Strategic plan implementation by HT leadership, staff and volunteers