

Queen of Apostles Parish
Pewaukee, Wisconsin

Strategic Plan



QUEEN OF APOSTLES

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STRATEGIC PLAN
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Table of Contents

I. INTRODUCTION	1
PLANNING PROCESS - 2015	1
II. PARISH VISION AND ORGANIZATION FOR MISSION	2
VISION STATEMENT	2
III. STRATEGIC PLAN OVERVIEW AND SUMMARY	3
IV. LEADING AND ORGANIZING THE VISION	5
A. PASTORAL STAFF	5
B. LAY LEADERSHIP, COUNCILS, AND COMMISSIONS	6
V. PARISH MINISTRIES – “FOSTERING PASTORAL ACTIVITY”	8
A. PRAYER AND WORSHIP COMMISSION	8
B. LIFELONG FAITH FORMATION COMMISSION - CHRISTIAN FORMATION	9
C. LIFELONG FAITH FORMATION COMMISSION - YOUTH MINISTRY	10
D. LIFELONG FAITH FORMATION COMMISSION - ADULT FAITH FORMATION/EVANGELIZATION	11
E. HUMAN CONCERNS COMMISSION	12
F. STEWARDSHIP COMMISSION	12
VI. PARISH ADMINISTRATION – “ADMINISTERING THE PARISH GOODS”	14
A. FINANCES	14
B. FACILITIES/TECHNOLOGY	15
VII. IMPLEMENTATION	16

I. INTRODUCTION

The mission of the Church is entrusted to us by Christ. The Church has as its primary mission: to proclaim the Good News, to welcome people into a community of faith, to be centered in the Eucharist, and to serve those in need. This Strategic Plan for Queen of Apostles Parish is firmly rooted in the hope and expectation that the mission of the Church can be carried out even more effectively than it is currently being done.

The primary purpose of the plan is to give the leadership of the parish an agreed-upon path for decision-making that strategically achieves long-term goals. The plan calls the People of God to be engaged personally and corporately in mission and ministry, living as intentional disciples of Jesus. It also provides practical direction and the resources needed to accomplish desired goals regarding volunteers, staffing, facilities, and funding. The Pastor and Pastoral Council will evaluate the progress of the implementation on a regular basis.

The plan does not preclude or replace most already-existing ministries and programs. Much of the existing activity in the parish will continue. Over time, the plan initiatives will impact the programs and activities in each area of ministry.

Planning Process - 2015

In June and July 2015, the planning process got underway with the support of the Pastoral Council, under the guidance of the Strategic Planning Committee. The Pastoral Council guides the development of the plan, listens to many voices in the Parish, and shapes the plan after careful study, prayerful consideration, and broad consultation. The process is facilitated by the Office for Planning and Councils of the Archdiocese of Milwaukee.

In a first round of engagement with the Parish, the office conducted interviews with leadership groups from all ministry areas. The Office also compiled objective data and put together a report, titled *Profile and Possibilities*. On October 7, 2015, leadership and parishioners gathered to receive the *Profile and Possibilities* results and then proceeded to identify strengths and needs across the broad spectrum of parish ministries. The Strategic Planning Committee took this input and, with the help of writing teams, crafted the plan's goals and strategies.

Another gathering will be held with the broader Parish to review the proposals in the plan, consider changes and additions, and set the overall direction of the Strategic Plan. The Pastoral Council will review any proposed changes and will finalize the plan.

The plan has been made available to all leadership groups, as well as parishioners. Ownership of the plan is critically important for an effective implementation. The support of the parish community will also be essential for its implementation.

II. PARISH VISION AND ORGANIZATION FOR MISSION

Vision Statement

Receiving the Word of God.

Singing the Praise of God.

Welcoming and Serving the People of God.

III. STRATEGIC PLAN OVERVIEW AND SUMMARY

Table will be used as a guide and summary when the Strategic Plan is updated.

Pastoral Staff	
Year One	
Year Three	
Year Five	
Lay Leadership, Councils, Commissions	
Year One	
Year Three	
Year Five	
Prayer and Worship	
Year One	
Year Three	
Year Five	
Christian Formation	
Year One	
Year Three	
Year Five	
Youth Ministry	
Year One	
Year Three	
Year Five	
Adult Faith Formation, Evangelization	
Year One	
Year Three	
Year Five	
Human Concerns	
Year One	
Year Three	
Year Five	

Stewardship	
Year One	
Year Three	
Year Five	
Finances	
Year One	
Year Three	
Year Five	
Facilities, Technology	
Year One	
Year Three	
Year Five	

IV. LEADING AND ORGANIZING THE VISION

A. Pastoral Staff

- 1. Review the Parish Pastoral Staff positions to make certain that all key areas of the Parish mission are being served and, if necessary, make adjustments to the job descriptions.**
 - a. Review current job descriptions so that all areas of mission – worship, formation, service, and stewardship – are addressed by the Pastoral Staff.
Timeline: Completed.
 - b. Make any changes to the job descriptions, as recommended by the Pastoral Council and approved by the Pastor.
Timeline: In review by Finance Council and Trustees.
 - c. Consider any training or formation which may be required for the changes in job description.
Timeline: Quarter 3 of 2020 – Pastor and affected Pastoral Staff members.
- 2. Establish a performance review process in order to conduct regular individual meetings with each Pastoral Staff member, as well as an annual review.**
 - a. Contact the Archdiocesan Office of School/Parish Human Resources to request sample performance review processes and accompanying documents.
Timeline: Samples have been received. Personnel Committee to develop process Quarter 2 of 2020.
 - b. Review the processes, consult with the Finance Council and reach consensus on the process which will best serve the Parish.
Timeline: Quarter 3 of 2020 – Pastoral and Finance Councils.
 - c. Provide an informational meeting for the staff on the process and accompanying documents.
Timeline: Quarter 3 of 2020 – Pastor and Director of Administrative Services.
 - d. Implement the process.
Timeline: Quarter 4 of 2020 – Pastor and other Supervisors.
- 3. Develop a written understanding of the Pastor’s presence/participation in Parish ministries and activities with the Pastoral Council, which balances the demands of ministry and the importance of personal time for the Pastor.**
 - a. Conduct a consultation at a Pastoral Council meeting so that there is some clarity between expectation and reality for the Pastor’s presence and participation in ministries and activities.
Timeline: Completed.
 - b. Note the resolution of the consultation in the minutes of the Pastoral Council.
Timeline: Completed.

B. Lay Leadership, Councils, and Commissions

The consultative bodies and commissions that volunteer parishioners lead and serve.

1. Develop a strategy for identifying and training 15 new leaders each year for various roles within the Parish community.

- a. In conjunction with the annual nomination process for new Council members, develop a procedure that allows for the opportunity to invite more of the nominees to become involved in Parish leadership in various other ways.

Timeline: Quarter 2 of 2020 – Pastoral Council or designated members.

- b. Consider inviting all nominees to a gathering where the nominees can discern interest in Council, as well as commissions and ministries.

Timeline: Completed and ongoing.

- c. Develop a list of potential leaders that includes the names of those who express interest, but who may not be available at this time.

Timeline: Completed.

- d. Review and revise the process, as needed, based on the results.

Timeline: Quarter 2 of 2020 – Pastoral Council.

2. Recruit and train parishioners to serve on the new commissions.

- a. Invite parishioners with expertise and interest to volunteer for service on a commission as part of the Council nomination process or as a distinct initiative using the bulletin, pulpit announcements, and personal invitation.

Timeline: Ongoing – Pastoral Council.

- b. Conduct training sessions for each commission using Archdiocesan videos, manuals, and/or presentations by Archdiocesan staff.

Timeline: Quarter 4 of 2020 – Pastoral Council or designated members.

- c. Consider an ongoing training process for new commission members based on the evaluation of the training sessions.

Timeline: Quarter 1 of 2021 – Pastoral Council.

3. Establish the following commissions: Lifelong Faith Formation and Evangelization, Human Concerns, and Stewardship.

- a. Using Archdiocesan norms for commissions and The Commissions and Committees Manual, develop the function and structure for those standing commissions of the Pastoral Council which are not currently in place.

Timeline: Completed.

- b. Identify members for each of the commissions.

Timeline: Completed and ongoing.

- c. Set dates for the first meetings, including consideration for the possibility of having a common meeting night for all commissions for the purpose of prayer, communication, and collaboration.

Timeline: Completed.

V. PARISH MINISTRIES – “FOSTERING PASTORAL ACTIVITY”

A. Prayer and Worship Commission

The area of mission that is responsible for the preparation of liturgies for sacramental celebrations and other prayer experiences.

1. Develop strategies for evangelization and the Sunday Mass as part of the first year Synod initiatives.

- a. Provide two (Fall and Spring) lecture series on the Mass annually.
Timeline: Completed and ongoing.
- b. Sign up for “family of the week” at all three Masses, asking families to be greeters and gift-bearers.
Timeline: Completed and ongoing.
- c. Encourage the use of the Parish book and media library. Emphasize resources on the Mass and evangelization. Make the location more visible with signage in the gathering space.
Timeline: Completed and ongoing.
- d. Encourage prayerful time in church 20 minutes before Mass begins.
Timeline: Ongoing.
- e. Increase youth involvement.
Timeline: Beginning January 19, 2020, Prayer and Worship offering Youth Masses. In conjunction, they are looking to offer Praise Music for 6th grade through adults with the choir.
- f. Establish an accessible line of communication to meet needs of parishioners.
Timeline: Ongoing.
- g. Development of evangelical concert series.
Timeline: Beginning with two concerts to be scheduled in 2020, this series will feature choirs and solos from Milwaukee area churches.

2. Study the liturgy as a way of unifying the “traditional” and “progressive” elements within the Parish and as a way of providing opportunities for liturgical formation of the congregation, then make recommendations to the Pastoral Council for action.

- a. Research the preferred type of liturgy.
No longer applicable.
- b. Develop recommendations for the liturgical format.
No longer applicable.

- c. Present recommendations to the Pastoral Council for action.
No longer applicable.
- d. Provide continued education for lectures and Eucharistic ministers.
Timeline: Ongoing.

3. Consider the use of music that is more engaging for youth and young adults (ages 13-40).

- a. Develop a recommendation for music.
No longer applicable.
- b. Implement the recommendations.
No longer applicable.
- c. Establish a contemporary music group for young adults and youth.
Timeline: Beginning January 19, 2020, Prayer and Worship offering Youth Masses and Praise Music.

B. Lifelong Faith Formation Commission - Christian Formation

Programs for children pre-K through 8th grade. Note, LLFF indicates Lifelong Faith Formation Commission.

1. Increase opportunities for parents to participate in the Christian Formation Program.

- a. Develop a program for parents to attend in conjunction with the teaching of their children.
Timeline: By Quarter 3 of 2020 – LLFF.
- b. Create spiritual activities for the whole family to attend and enrich their spiritual lives together.
Timeline: Ongoing – LLFF.

2. Develop a Christian Formation marketing program.

- a. Develop a handout of all Christian Formation opportunities provided by the Parish for new parishioners and families, as well as for general marketing purposes.
Timeline: Completed; Ministry Booklet page.
- b. Obtain email and contact lists for families within the Parish and provide them with the newly created handout.
Timeline: Completed and ongoing – LLFF.
- c. Develop a strategy to contact “unclaimed” families in the area and provide them the newly created handout.
Timeline: By Quarter 3 of 2020 – LLFF.

3. Develop a long-range plan for the growth and enhancement of Christian Formation in the Parish.

- a. Request and review feedback from Christian Formation families and parishioners to adapt and improve the program to better meet their needs.

Timeline: Ongoing – LLFF.

- b. Review current facilities available and make recommendations to Pastoral Council on preferred locations based upon program designs and enrollment.

Timeline: Submitted initial review to Feasibility Committee; on hold Parish-wide.

C. Lifelong Faith Formation Commission - Youth Ministry

Programming and activity for high school students, grades 9 through 12.

1. Identify methods and components which will engage youth more effectively.

- a. Identify area Parishes that have successful youth ministries and interview their youth ministers.

Timeline: Completed and ongoing – LLFF.

- b. Hold a focus group discussion with Parish youth and their parents to generate ideas and determine their vision for the Parish youth ministry.

Timeline: Quarter 3 of 2020 – LLFF.

- c. Establish a youth ministry committee or team that includes youth, young adults, parents, and catechists.

Timeline: By Quarter 2 of 2021 – LLFF.

2. Form a network of young adult volunteers to assist with youth ministry.

- a. Recruit young adults to become youth ministry volunteers.

Timeline: Ongoing – LLFF.

- b. Establish a young adult-youth mentor program.

Timeline: Quarter 4 of 2022 – LLFF.

3. Establish more youth ministry activities for Parish youth.

- a. Establish summer mission trip opportunities for high school youth.

Timeline: Ongoing – LLFF.

- b. Survey the high school youth about the types of activities in which they have interest.

Timeline: Completed and ongoing – LLFF.

- c. Expand the opportunities for youth to obtain service hours.

Timeline: Ongoing – LLFF.

D. Lifelong Faith Formation Commission - Adult Faith Formation/Evangelization

Opportunities for adults to deepen their understanding and practice of the Catholic faith.

1. Develop a ministry to the young adult population (ages 18 – 39).

- a. Form a core team of young adult leaders.
Timeline: By Quarter 4 of 2021 – LLFF.
- b. Identify young adults within the Parish and surrounding community.
Timeline: Completed and ongoing – LLFF.
- c. Assess interests and needs of identified young adults.
Timeline: Ongoing – LLFF.
- d. Develop programs to address interests and needs.
Timeline: Ongoing – LLFF.

2. Establish a core team of adult leaders to strengthen and expand faith formation opportunities for adults in the parish.

- a. Recruit a core team of leaders from parishioners, past confirmands, and prior Alberta Scholarship recipients.
Timeline: Ongoing – LLFF.
- b. Develop *roles and a* training program for core team leaders.
Timeline: Quarter 2 of 2022 – LLFF.
- c. Consider a proposal to hire a staff member for adult faith formation with responsibilities to include young adult ministry and evangelization.
Timeline: Completed.

3. Establish an evangelization committee to look at ways of reaching out to the inactive, alienated, searching, and unclaimed.

- a. Establish an evangelization committee.
Timeline: Quarter 4 of 2022 – LLFF.
- b. Establish and develop goals, objectives, and a structure for the commission to provide direction and identify expectations for the commission.
Timeline: Quarter 4 of 2022 – LLFF.
- c. Develop plans and strategies to reach out to the inactive, alienated, searching and unclaimed.
Timeline: Ongoing – LLFF.

E. Human Concerns Commission

Pastoral care for ill and homebound parishioners, as well as outreach to people who need the basic human necessities of life.

1. Consider the addition of several new outreach programs.

- a. Consider providing welcome baskets to each new Parish family/member.
Timeline: Ongoing – Human Concerns.
- b. Consider an outreach providing visitation and community Rosary at nursing homes within the community.
Timeline: Ongoing – Human Concerns.
- c. Implement a Bereavement Ministry Committee.
Timeline: Ongoing – Human Concerns.
- d. Consider extending the Prayer Shawl Ministry to provide support to Alzheimer patients.
Timeline: Ongoing – Human Concerns.

2. Expand outreach to the homebound and those in healthcare facilities.

- a. Create a list of those being served.
Timeline: Ongoing.
- b. Identify and contact new facilities that might be in need of outreach.
Timeline: Quarter 2 of 2020 – Human Concerns.

3. Recruit more young adult volunteers to participate in outreach programs.

- a. Long-range plan to increase synergy between ministries by recruiting young adult volunteers through the proposed young adult core team.
Timeline: Quarter 4 of 2020 – Human Concerns in conjunction with LLFF.
- b. Train the volunteers to participate in selected outreach programs.
Timeline: Quarter 1 of 2021 – Human Concerns.

F. Stewardship Commission

Community building ministry and activities, particularly those related to the sharing of time, talent, and treasure.

1. Organize the welcoming process for new parishioners.

- a. Provide opportunities for potential new members to sign up or get an information packet about the Parish and its ministries at a “New Parishioner or Information Table/Kiosk” in the gathering space after Mass.
Timeline: Quarter 4 of 2020 – Stewardship (manned by Welcoming Committee).

- b. Develop and implement a follow-up process with new parishioners involving personal contact.
Timeline: Completed and ongoing – Stewardship.
- c. Design a “welcome visitors” message for the end of Mass that welcomes visitors, thanks them for worshipping, and invites them to join us in the future.
Timeline: Completed and ongoing – Stewardship.

2. Provide a process for parishioners to discern their gifts and talents and to use those talents in service to others.

- a. Review various approaches, such as StrengthFinders and Called and Gifted, and determine a preferred approach.
Timeline: By Quarter 1 of 2021 – Stewardship.
- b. Transform the annual Ministry Sunday into a year-long effort to bring visibility and attract volunteers to Parish ministries.
Timeline: By Quarter 2 of 2021 – Stewardship.
- c. Create a Queen of Apostles common database to better align talents with needs and opportunities.
Timeline: By Quarter 3 of 2021 – Stewardship.

3. Develop a financial stewardship strategy for use in the Parish.

- a. Examine stewardship processes which are available through the Archdiocesan Office of Stewardship.
Timeline: Quarter 3 of 2021 – Stewardship.
- b. Review options with companies that design and implement stewardship processes for parishes.
Timeline: Completed and ongoing – Stewardship.

4. Develop a coordinated communication approach for the Parish.

- a. Review options with companies that provide this approach.
Timeline: Completed and ongoing – Stewardship.
- b. Determine a strategy that includes branding, Parish bulletin, Parish website, signage, and a Parish app.
Timeline: Completed and ongoing – Stewardship.

VI. PARISH ADMINISTRATION – “ADMINISTERING THE PARISH GOODS”

A. Finances

The management of the financial resources of the Parish.

- 1. Work with the Stewardship Commission to develop a program of planned giving and estate planning.**
 - a. Appoint an ad hoc committee of the finance council to draft a proposal on the structure and operation of an endowment fund.
Timeline: Quarter 1 of 2021 – Finance Council.
 - b. Review the proposal with the Pastoral Council, seek the approval of the Finance Council, and secure the appropriate proxy.
Timeline: Quarter 2 of 2021 – Finance Council.
 - c. Transition the initiative to the Stewardship Commission for implementation.
Timeline: Quarter 2 of 2021 – Finance Council.

- 2. Implement the required financial controls throughout the Parish.**
 - a. Develop a list of ministries and organizations from the financial review which do not currently, but must conform to accepted financial controls.
Timeline: Completed.
 - b. Designate representative(s) from the Finance Council who will inform and advise the ministry or organization to bring it into compliance.
Timeline: Completed.
 - c. Review the list to ensure all ministries and organizations are in compliance.
Timeline: Completed.

- 3. Establish a Building Committee comprised of representative members of the Parish in order to conduct a feasibility study to locate Queen of Apostles Parish on a single site and to assess the capacity of the Parish to finance such a project.**
 - a. Appoint an ad hoc committee of the Finance Council with membership from the Pastoral Council.
Timeline: Completed.
 - b. Seek a proxy to conduct a feasibility study regarding the use of a single site and the capacity of the Parish to financially support the move.
Timeline: Completed.

- c. Make a report with recommendations to the Pastoral and Finance Councils and determine the future role, if any, for the Building Committee.
Timeline: On hold.

B. Facilities/Technology

The management of the buildings, grounds, and information/communication capabilities of the Parish.

1. Develop a master site plan for all Parish properties to include current and future usage.

- a. After the completion of the feasibility study, develop a master site plan for all Parish properties with the assistance of an architect.
Timeline: On hold – Finance Council.
- b. Review and reach consensus on the plan with the Pastoral and Finance Councils.
Timeline: On hold – Finance and Pastoral Councils.
- c. Use the plan as the guide for any improvements, construction, or disposition of property.
Timeline: On hold – Finance Council.

2. Consider any interim “fixes” or repairs for some of the facilities so that ministries can be conducted as effectively as possible until more permanent solutions are in place.

- a. Conduct a survey of Parish ministries and organizations regarding the current adequacy and condition of facilities for programs and events.
Timeline: Completed.
- b. Review the survey results and develop a prioritized list of needs and improvements.
Timeline: Completed and ongoing – Finance Council.
- c. Consult with the Pastoral Council and determine a plan of action and timeline.
Timeline: Completed and ongoing – Finance Council

3. Assess the technology use and needs at the Parish, then develop a strategy for the ongoing replacement of equipment and the development of technology usage.

- a. Appoint an ad hoc committee or a committee of the Finance Council comprised of Parish members with expertise and interest in information and communication technology to propose a plan for the replacement and development of technology in the Parish.
Timeline: Quarter 2 of 2020 – Finance Council and Technology Committee.
- b. Following the recommendations from the technology committee, consult the plan with the Pastoral Council and reach consensus.
Timeline: 2021 – Technology Committee.
- c. Establish a technology committee and charge them with the implementation of the technology plan.
Timeline: 2021 – Technology Committee.

VII. IMPLEMENTATION